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ARMY MAGAZINE

VOL. 60, NO. 1 | January 2010

PUBLISHED BY THE ASSOCIATION OF THE U.S. ARMY



FRONT & CENTER

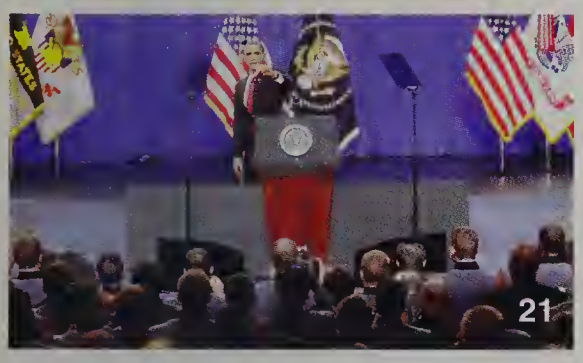
Preparing for Your Future and That of the U.S. Army *By LTG James M. Dubik, USA Ret.* ***Page 11***

Building Teams of Cyber Warriors *By LTC Joseph Doty and MAJ T.J. O'Connor* ***Page 12***

Relearning the Foreign Linguist Mission *By MAJ John W. Davis, USAR Ret.* ***Page 14***

'We Need More Engineers' *By LTG Mark Hertling, LTC William Graham and MAJ Louis Florence* ***Page 16***

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President's Afghan Timetable Twists Afghan Arms to Shoulder the Load
By Dennis Steele
An analysis of President Obama's Afghanistan strategy speech as presented at the U.S. Military Academy at West Point, N.Y., in December. ***Page 21***



Aviation Update *By Scott R. Gourley*
Four Army senior aviation leaders provide an update on how Army Aviation is supporting the Army force generation model, both in theater and in training. ***Page 28***

Leading the Army's UAS Synchronization Efforts *By COL Christopher B. Carlile*
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Army Special Operations Aviation: The Legacy of a Disaster
By BG Raymond P. Palumbo
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Developing Foreign Security Forces in the Era of Persistent Conflict
By LTC Joshua J. Potter, MAJ Jon Klug and CPT Nathan K. Finney
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Ensuring a Legacy: Battalion-Level Rear-Detachment Operations
By CPT Joshua D. Buchanan
Successful rear-detachment teams are a necessity born of war and essential in ensuring a proud and positive legacy for tomorrow's soldiers and their families. ***Page 49***

CompanyCommand—Building Combat-Ready Teams: Partnering with Afghan National Security Forces
Captains serving in Afghanistan explain how a new partnership program, in which U.S. troops and Afghan national security forces live and work together around the clock, plays out at the company level. ***Page 55***



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Contributing Editors
GEN Frederick J. Kroesen, USA Ret.; LTG James M. Dubik, USA Ret.; and Scott R. Gourley

LTG Thomas G. Rhame, USA Ret.
Vice President, Finance and Administration, AUSA

James E. Burke — *Advertising Manager*
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Letters

'CompanyCommand'

■ Every month, as soon as ARMY Magazine arrives, I turn to the "CompanyCommand" article and read it from start to finish. I am intensely proud of our young captains who communicate with each other in this venue. They are so obviously intelligent, capable professionals who take care of their soldiers.

My combat service support background was never as intense as that of these young men and women, which impresses me all the more. To all of today's junior officers I say, "Thanks for being the basis of our country's finest!"

LTC Stephen W. Rule, AUS Ret.
The Villages, Fla.

September Issue

■ BG John S. Brown's September "Historically Speaking" ("The Plains of Abraham at 250") gave an excellent perspective on the difference between the French and British relationships with the Native Americans, something none of my American History teachers ever provided. And GEN Frederick J. Kroesen, U.S. Army retired, excellently (as always) described "The National Infantry Museum and Soldier Center" ("Front & Center") at Fort Benning, Ga., which has a Hall of Honor for the Ranger graduates. Presumably the Plains of Abraham appears in the first era gallery, but I wonder if its rangers will be mentioned in the Hall of Honor.

COL David G. Epstein's letter proposed that the two-word "Send Me" be used as the Army motto to compete with the marines' "Semper Fi." I propose either a one-word or three-word motto: "Soldiering" or "We Are Soldiers." People the world over know that Kipling's "Tommy" was a soldier. Mothers often tell their kids to "be a good soldier." The definition of soldier includes one who serves a cause, and that we do. We in the Army serve our nation—and that includes all ranks.

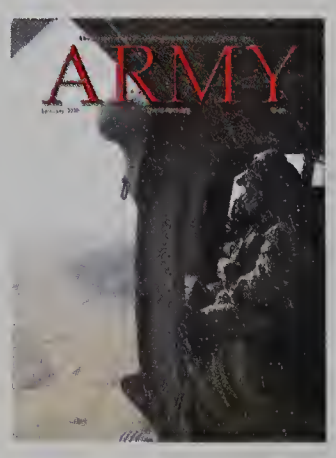
LTC Thomas P. Strider, USA Ret.
Viera, Fla.

The Army Uniform

■ I agree with LTC Thomas D. Morgan's letter about the Army uniform in the September issue and also the three letters on the subject in the November issue. I live in the Atlanta, Ga., area and make many trips to Fort McPherson and Fort Gillem. Almost all of the military there have administrative jobs, but I cannot remember the last time I saw a soldier in anything but the Army combat uniform. I often see members of the other services, and they are almost always in at least a semidress uniform.

MSG David B. Leber, USA Ret.
Atlanta, Ga.

■ I write as a Vietnam War-era infantry officer who looks back on his Army service with pride. From that experience, I know that image is important to the public's perception of the military services. Image is supported by a soldier's appearance in uniform, which is why I write in



This Month's Cover

SSG Shelley Jo Broadhead—a flight medic assigned to Company C, 5th Battalion, 158th Aviation Regiment—makes a visual check as her medical evacuation Black Hawk helicopter makes a turn near Kandahar, Afghanistan. Her aviation company, based in Germany, was re-missioned from Iraq to Afghanistan to meet the needs of the increasing operational tempo of Operation Enduring Freedom. *(Cover photograph by Dennis Steele)*

agreement with LTC Thomas D. Morgan, U.S. Army retired, and SGM William King Jr., U.S. Army retired, who wrote letters in the September and November issues, respectively, regarding the wearing of fatigue uniforms (presently, ACUs).

In early November, I was chagrined to see GEN George W. Casey Jr., Army Chief of Staff, present himself in fatigue uniform on at least two Sunday morning news-interview shows. The topic discussed was a serious one, yet all through both interviews I was looking at GEN Casey and thinking, "What is he doing showing up on a nationally televised interview wearing fatigues?" To me, GEN Casey owed the audience and the situation sufficient respect to show up in dress (Class A) uniform. It is difficult for me to imagine a Navy, Air Force or Marine Corps commander showing up in anything less. So my question is, why would you do that? I simply don't understand.

I also saw images of the D-Day memorial ceremony in Normandy mentioned by SGM King. I was embarrassed that American soldiers were allowed to attend the ceremonies, even participate in them, wearing ACUs rather than dress uniforms. That should have been impossible as a matter of respect for the fallen, for the other Allied services participating in the ceremony and for the audience watching. Why was this allowed?

I would complain about air or train travel by soldiers in ACUs, but incidents like the two above make that complaint seem trivial. Underlying all this seems to be a lack of understanding or sensitivity to what the appearance of a uniform means to the general civilian population and to the veterans who have gone before. I know beauty is in the eye of the beholder, but I agree with SGM King that ceremonies, especially those conducted off-post before the general public, should be done in Class As. And, by the way, a desire for efficiency can be pushed too far. Case in point: the Velcro arm patch on ACUs.

The appearance of a soldier's uniform should always be a point of pride within the Army and among its veterans. To denature that pride by lowering the standards for public appearances in uniform is a disservice to the Army and an embarrassment to those who have gone before. I strongly encourage the Army leadership to reconsider their current views on what makes an appropriate uniform for public appearances. First, get out of that fatigue uniform unless on fatigue/combat duty; second, lose that silly looking beret and get back to visored utility/patrol caps and service caps; and third, establish a limit on brass, badges and ribbons to be worn on Class As. I know that since World War II we've had the idea that a soldier's service record can be read off his chest, but there ought to be limits. For many years now, our senior officers and NCOs have sometimes looked like tin-pot braggadocios from a banana republic. Modesty is becoming, even in soldiers.

TERRY T. TURNER
Charlottesville, Va.

ARMY Magazine welcomes letters to the editor. Short letters are more likely to be published, and all letters may be edited for reasons of style, accuracy or space limitations. Letters should be exclusive to ARMY Magazine. All letters must include the writer's full name, address and daytime telephone number. The volume of letters we receive makes individual acknowledgment impossible. Please send letters to The Editor, ARMY Magazine, AUSA, 2425 Wilson Blvd., Arlington, VA 22201. Letters may also be faxed to (703) 841-3505 or sent via e-mail to armymag@ausa.org.

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Washington Report

DoD Investigates Fort Hood Shootings

Secretary of Defense Robert M. Gates has ordered a review of the November 5 shootings, which left 13 people dead and dozens wounded, at Fort Hood, Texas.

At a Pentagon press conference in late November, Secretary Gates said, "The shootings at Fort Hood raise a number of troubling questions that demand complete but prompt answers." He said that the findings would shape a separate in-depth review lasting four to six months.

Former Secretary of the Army Togo D. West Jr. and former Chief of Naval Operations Adm. Vernon E. Clark, U.S. Navy retired, will lead the initial investigation; both men visited Fort Hood in early December. Secretary Gates explained three goals of the 45-day review: to find any deficiencies within DoD for identifying servicemembers who could pose threats to others; to assess, among other issues, military mental-health and counseling programs; and to examine DoD's domestic physical-security programs and its emergency-response capabilities for mass-casualty events.

GEN Carter F. Ham, commander of U.S. Army Europe and Seventh Army, will join senior military representatives from the Navy, Air Force and Marine Corps to work with the review board on service-specific issues. "In light of the Fort Hood incident and unique challenges," Secretary Gates said, "the Army will conduct a more in-depth, detailed assessment of whether Army programs, policies and procedures reasonably could have prevented the shooting." DoD expects the review will be complete by January 15.

Secretary Gates emphasized that DoD enters the process with no "preconceived notions" and that it will do nothing "to complicate or jeopardize the criminal prosecution." The short review, he said, is looking at the entire country "in terms of what are our security capabilities, what are our capabilities for responding to a mass-casualty event," to determine what the policies and procedures are and how DoD deals with such problems.

The task force's initial assessment will lead to the longer, in-depth review. As part of that process, each service will select an investigative panel that will report its findings up the chain of command to a department-level panel. That group will weigh the findings, then identify necessary changes in policy and procedure and determine where additional resources are needed.

The Wisconsin-based 467th Medical Detachment, a 43-member Army Reserve combat stress unit, lost three soldiers in the shootings. Six others from the unit were wounded. Several soldiers volunteered to fill the empty spots, and the unit deployed on schedule in early December.

Veterans in Government. President Barack Obama signed an executive order in November designed to place more veterans in federal jobs. The order created a government-wide Council on Veterans Employment that will "enhance recruitment of and promote employment opportunities for veterans within the executive branch."

Secretary of Veterans Affairs GEN Eric K. Shinseki, U.S. Army retired, and Labor Secretary Hilda Solis cochair the committee. The heads of executive branch agencies will sit on the council.

In addition, each federal agency must establish a veterans employment program office or designate a full-time employee to help veterans apply for and find work. Agencies must also train personnel specialists on veterans' preferences and identify key jobs for which they will provide counseling and training so that veterans are better able to staff those positions. Agencies must coordinate with DoD and the VA to develop and apply technologies that will help disabled veterans and those making the transition from military service.

The Department of Defense currently has 750 career fields and employs about 350,000 veterans; the new initiative will ensure that other agencies become more familiar with veterans and offer career opportunities for them. The President wants the federal government to "lead by example in promoting veterans' employment" and encourage private employers to hire them.

The Department of Homeland Security employs approximately 47,000 veterans, about a quarter of all the agency's civilian employees, and wants to increase that number to 50,000 by 2012.

The agency has launched a web site—http://www.dhs.gov/veterans—to help veterans find jobs in the department. It also explains special programs, lists events and job fairs, and posts outreach resources.

Body Armor Review. Following a recommendation by the U.S. Government Accountability Office (GAO) for an independent review of the Army's testing of personal body armor issued to soldiers in Iraq and Afghanistan, Secretary of the Army John McHugh announced in November that the National Research Council (NRC) will perform an independent expert assessment.

GAO observed deviations from the established testing protocols during preliminary-design model testing of new plate designs and during subsequent first-article testing at the Army's Aberdeen Test Center, Md. GAO recommended an independent peer review of the body armor testing protocols, facilities and instrumentation.

Under the auspices of the National Academies—a private, nonprofit institution that provides counsel on science, technology and health policy to the federal government and the public—the NRC will conduct a three-phase study of the body armor. The first of two interim reports will be issued around mid-January; the total length of the contract is 14 months.

Combat Deployed



The U.S. Army's Sky Warrior unmanned aircraft are on the job and contributing to battlefield success, providing Soldiers with superior situational awareness for even greater combat effectiveness.

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A powerful combat multiplier, Sky Warrior is already earning its place as the most sophisticated, reliable, and capable aircraft in the U.S. Army's UAS inventory.

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News Call

NATO Activates New Afghanistan Training Mission

The NATO Training Mission for Afghanistan (NTM-A) began operations in late November when it activated at Camp Eggers, in Kabul, to oversee higher-level training and mentoring of Afghan national security forces. NTM-A will continue training the Afghan National Army (ANA) and will increase emphasis on training the Afghan national police (ANP). NTM-A merged with the U.S.-led Combined Security Transition Command-Afghanistan (CSTC-A). The unified command will build on already-established relationships as well as foster new ones.

The two organizations will have synchronized missions. NTM-A's will include the provision of training and mentoring teams to the Afghan National Army and the Afghan national police, ANA's institutional training, and ANP reform at the district level and below. The commander of NATO's International Security Assistance Force and U.S. Forces Afghanistan, GEN Stanley A. McChrystal, has long emphasized the importance of protecting the Afghan population in order to succeed in Afghanistan. The ANP are critical to that mission, since they are usually locals who understand the tribal structures and are familiar with the people. In the past, however, problems of illiteracy, desertion and corruption have plagued the police force.

LTG William B. Caldwell IV, who assumed authority of CSTC-A from its former commander, MG Richard P. Formica, noted that "the path to success for NTM-A/CSTC-A lies with three *t*'s: teaming, transparency and transition."

Preparing Afghanistan to take over its own security is a primary element of the war plan President Barack Obama announced December 1. LTG Caldwell told the Associated Press in December that there is a rough goal of eventually fielding 240,000 Afghan soldiers and 160,000 Afghan police but that those figures could change. The shorter-term goal is to increase the size of the Afghan army from 90,000 to 134,000 and raise the police rolls to approximately 96,000 by October 31.

Iraq Update. With all non-U.S. Coalition members having withdrawn their forces from Iraq last August, U.S. troops serving in that country are now a "coalition of one." Fittingly, as of January 1, the moniker Multi-National Force-Iraq was shelved in favor of "U.S. Forces-Iraq." GEN Raymond T. Odierno remains in command, with LTG Charles Jacoby overseeing day-to-day operations.

With fewer than 115,000 U.S. forces in country as of November 2009, the United States is on schedule to achieve its target goal of 50,000 by September 1. In concert with the ongoing drawdown, U.S. forces have stepped up counterinsurgency efforts, including support of Iraqi security forces (ISF) in cities, partnering with Iraqi troops, training and mentoring their Iraqi counterparts, and participating in joint operations with Iraqi forces. Incoming U.S. troops will now consist of specially trained advise-and-assist brigades, including additional cadres of officers who are expected to liaise with ISF as a way to help facilitate the drawdown. In addition, the merging of several unique headquarters is expected to further reduce American boots on the ground, perhaps by as much as 40 percent.

Although there had been speculation that the postponement of national elections from early January would slow, if not halt, the drawdown, that no longer appears to be the case. A preliminary proposal calls for moving the vote to the end of February, and, while some predict the elections could be delayed until as late as March, the drawdown appears to be unaffected, which many attribute to the success of U.S. counterinsurgency efforts. GEN Odierno, who wants to keep troop numbers steady for two months after the elections, told reporters in Baghdad, "We won't have to make any decisions until the late spring."

XM-25 Tested. For the first time, a soldier successfully shoulder-fired a "smart" high-explosive airburst round from the XM-25 weapon system at



U.S. Army/SGT Travis Zielinski

Partners in the Air. *An AH-64D Apache attack helicopter from 1st Battalion, 227th Aviation Regiment, 1st Air Cavalry Brigade, 1st Cavalry Division (left), flies alongside a UH-1 Huey from the 2nd Squadron of the Iraqi air force during a joint air mission over Baghdad.*

Aberdeen Test Center, Md., in August. The semiautomatic weapon can accurately deliver an explosive round that neutralizes targets up to 700 meters away, a distance well past the range of the rifles and carbines most soldiers now carry. In addition, the XM-25 is 300 percent more effective at incapacitating the enemy than current weapons used at the squad level.

The XM-25 has an array of sights, sensors and lasers housed in a target-acquisition fire-control unit on top of the weapon. It also features an oversized magazine behind the trigger mechanism and a short barrel wrapped by a recoil-dampening sleeve. The magazine of the XM-25 holds four 25 mm rounds, and the weapon has a built-in thermal sight for use at night or in inclement weather.

The Army plans to purchase 12,500 XM-25 systems beginning in 2012, according to Program Executive Office-Soldier—enough to put one unit in each infantry squad and Special Forces team.

Stryker Update. The Army plans to convert two of its heavy brigade combat teams (HBCTs) to brigades built around the light, fast, versatile Stryker wheeled vehicles. DoD recently ordered more.

The 1st HBCT, 1st Armored Division, will convert to a Stryker brigade when it returns from Iraq in late 2010. The 3rd Armored Cavalry Regiment is scheduled to switch the following summer, after its scheduled deployment to Iraq. Each conversion will take approximately two years to reach full operational capacity. Stryker brigades generally have about 300 of the eight-wheeled vehicles in several different versions. Each Stryker carries nine infantrymen and can travel at 60 miles per hour.

The U.S. Army Tank-automotive and Armaments Life Cycle Management Command recently awarded a $647 million contract for 352 Strykers to General Dynamics. The purchase includes various versions of the Stryker, including infantry carrier vehicles; antitank guided-missile vehicles; engineer squad Strykers; mortar carriers; command vehicles; reconnaissance vehicles; and nuclear, biological and chemical reconnaissance vehicles.

Since 2003, when the first Stryker unit deployed to Iraq, the vehicles have been painted deep green. When the 5th Stryker Brigade, Fort Lewis, Wash., deployed to Afghanistan several months ago, the first Stryker BCT to do so, the vehicles were standard green, and they will continue to be produced in that color. The Army recently announced, however, that as the vehicles are sent to authorized facilities for repair and retrofit, they will be re-

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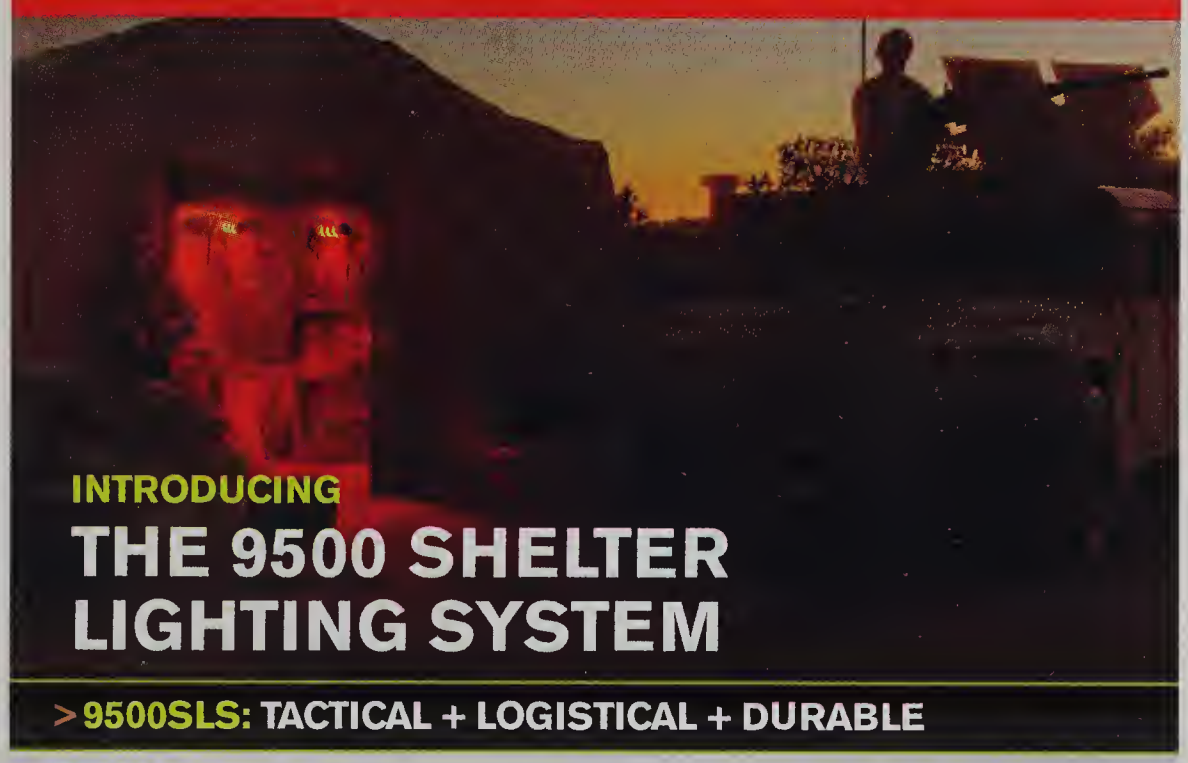


CSM J.D. Gipe from CSM, NGB, Washington, D.C., to Senior Enlisted Advisor to the Assistant Secretary of Defense for Reserve Affairs.

■ ***NGB**—National Guard Bureau.*

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Army Casualties in Afghanistan

The following U.S. Army soldiers were reported killed in Operation Enduring Freedom from November 1 to November 30, 2009. All names have been released through the Department of Defense; families have been notified.

SPC Aaron S. Aamot, 22
SPC Julian L. Berisford, 25
SSG John J. Cleaver, 36
SPC Christopher J. Coffland, 43
SGT Daniel A. Frazier, 25
SPC Gary L. Gooch Jr., 22
SGT Brandon T. Islip, 23
SPC Joseph M. Lewis, 26
SPC Jason A. McLeod, 22
SSG Matthew A. Pucino, 34
SGT Benjamin W. Sherman, 21

Army Casualties in Iraq

The following U.S. Army soldiers were reported killed in Operation Iraqi Freedom from November 1 to November 30, 2009. All names have been released through the Department of Defense; families have been notified.

SPC Adrian L. Avila, 19
SPC Tony Carrasco Jr., 25
SPC Christopher M. Cooper, 28
CWO Mathew C. Heffelfinger, 29
PFC Lukas C. Hopper, 20
PFC Michael A. Rogers, 23
CWO Earl R. Scott III, 24
SPC Jonathon M. Sylvestre, 21
SSG Amy C. Tirador, 29
SGT Briand T. Williams, 25
SSG Ryan L. Zorn, 35

painted desert tan to fit in better with the surrounding terrain.

Stop Loss Ends. The Army, the only service still using the stop-loss program, plans to end stop-loss deployments by June 2010.

Last fall, DoD announced retroactive stop-loss payments for affected soldiers. Former and current military servicemembers who served between September 11, 2001, and September 30, 2009, and had their enlistment extended or retirement suspended due to stop loss will receive $500 per month special pay for each month or portion of a month they were retained on duty.

Applicants who are no longer in the military must have received honorable discharges, and all applicants must provide documented proof with their claim that they were "stop-lossed."

MAJ Roy Whitley, program manager, Army Retroactive Stop-Loss Special Pay, noted "the heavy volume of responses" and asked applicants to be patient. He promised to post information online as soon as possible so that soldiers can track their applications.

Servicemembers who file claims must complete DoD claim form No. 2944. All claims must be postmarked by October 21, 2010. For more information, visit https://www.stoplosspay.army.mil.

Involuntary Early Separation. As of January 1, eligible soldiers who do not take advantage of the Army's deployment-extension program may be involuntarily separated before their expiration of term of service (ETS) dates.

Under the rules of the new enlisted involuntary early separation program, active duty soldiers who do not reenlist or extend their enlistments in units slated to deploy on or after January 1 may be involuntarily separated up to three months early. The policy ensures that their replacements have adequate time to prepare for deployment.

GENERAL OFFICER CHANGES*

**Assignments to general officer slots announced by the General Officer Management Office, Department of the Army. Some officers are listed at the grade to which they are nominated, promotable or eligible to be frocked. The reporting dates for some officers may not yet be determined.*



MG B.S. Bagby from CoS, USAREUR and Seventh Army/Dep. CG, USANATO, Germany, to Dep. CoS for Ops./Cmdr., JFC-Brunssum, DJTF, NRF, Germany.



MG P.D. Horoho from CG, WRMC and Madigan Army Medical Center/Chief, ANC, Tacoma, Wash., to Dep. SG/Chief, ANC, Falls Church, Va.



MG D.A. Rubenstein from Dep. SG/Chief, MSC, Falls Church, Va., to CG/Cmdt., AMEDD Center and School and Fort Sam Houston/Chief, MSC, Fort Sam Houston, Texas.



MG S.G. Trombitas from Spec. Asst. to the CG, USASOC, Fort Bragg, N.C., to CG, USARSO, Fort Sam Houston.



MG P. Volpe from Dep. Cmdr., JTF-CapMed, Bethesda, Md., to CG, WRMC and Madigan Army Medical Center.

Brigadier Generals: **B. Bolden**, ARNG, from Cmdr., LCC, DCNG, to J-8 Mobility Assistant, PACOM, Camp H.M. Smith, Hawaii; **R.B. Brown** from Dep. CG (Spt.), 25th Infantry Division, Schofield Barracks, Hawaii, to CoS, USAREUR and Seventh Army/Dep. CG, USANATO; **D.C. Leins**, USAR, from Dep. Cmdr., CTJF-HOA, OEF, Djibouti, to Dep. Dir. for Strategic Initiatives, J-5, The Jt. Staff, Washington, D.C.; **K.W. Mangum** from CG, INCTFTT, MNSTC-I, to Dep. CG, MND-B, OIF, Iraq; **J.D. Owens**, USAR, from Cmdr., 352nd Civil Affairs Cmd., Fort Meade, Md., to Dep. Cmdr., CJTF-HOA, OEF, Djibouti.

■ ***AMEDD**—U.S. Army Medical Department; **ANC**—Army Nurse Corps; **ARNG**—Army National Guard; **CJTF-HOA**—Combined Joint Task Force-Horn of Africa; **DCNG**—District of Columbia National Guard; **DJTF**—Deployable Joint Task Force; **INCTFTT**—Iraq National Counter-Terrorism Force Transition Team; **JFC**—Allied Joint Force Command; **JTF-CapMed**—Joint Task Force-National Capital Region Medical; **LCC**—Land Component Command; **MND-B**—Multi-National Division-Baghdad; **MNSTC-I**—Multi-National Security Transition Command-Iraq; **MSC**—Medical Service Corps; **NRF**—North Atlantic Treaty Organization Response Force; **OEF**—Operation Enduring Freedom; **OIF**—Operation Iraqi Freedom; **PACOM**—U.S. Pacific Command; **SG**—Surgeon General; **USANATO**—U.S. Army, North Atlantic Treaty Organization; **USAR**—U.S. Army Reserve; **USAREUR**—U.S. Army Europe; **USARSO**—U.S. Army South; **USASOC**—U.S. Army Special Operations Command; **WRMC**—Western Regional Medical Command.*

To avoid involuntary early separation, soldiers must serve at least four months on a contingency deployment and two additional months at home station. The early separation policy applies to regular soldiers assigned to a deploying unit whose term of service expires during the first six months of the scheduled deployment and who have at least 36, but not more than 71, months of active federal service at the time of separation.

Soldiers who extend and participate in the deployment-extension incentive program will be compensated. Soldiers who extend fewer than six months before their unit's deployment will receive an extra $350 each month; those who sign an extension agreement six months or more before their unit's arrival in theater will receive $500 for each month they serve beyond their enlistment contract. Soldiers assigned to a unit six months or less before it deploys and those in units that are given late deployment alerts will qualify for $500-a-month payments.

Soldiers who are involuntarily separated will receive an honorable discharge and will retain all rights, privileges and benefits, such as post-9/11 GI Bill benefits; they will not be entitled to pay and allowances for time not served. The certificate of release or discharge will indicate that the soldier left service as the result of a reduction in force. Involuntarily separated soldiers are eligible to return to Army service in the future, and they are not required to repay any unearned portion of an enlistment or reenlistment bonus or sell back unused leave.

The Army has instructed commanders to adjust ETS dates so that soldiers can take transition leave if they choose, and to notify them in writing of impending ETS at least 90 days in advance. Human Resources Command will phase in the program.

Soldiers with an ETS in April will be involuntarily separated one month earlier; those with an ETS in May will be separated two months earlier; and those whose ETS is on or after June 1 will be separated three months earlier than their contract states.

The effects of the recession on civilian employment have contributed to the Army's recruiting and retention rates. According to DoD data, fewer servicemembers are retiring or leaving the military than at any time in the past five years.

Wounded Warrior E-Newsletter. The Office of Wounded Warrior Care and Transition Policy inaugurated in November an online newsletter, "The Square Deal," to describe its activities, provide updates on wounded warrior and transition news, and gather suggestions on how to improve support and services.

The name of the e-newsletter is derived from President Theodore Roosevelt's 1903 statement that "a man who is good enough to shed his blood for his country is good enough to be given a square deal afterwards."

To view the newsletter, visit http://www.woundedwarriorresourcecenter.com/WWCTP_Newsletter. If you wish to receive "The Square Deal," e-mail your request to sarah.moore.ctr@osd.mil. ★

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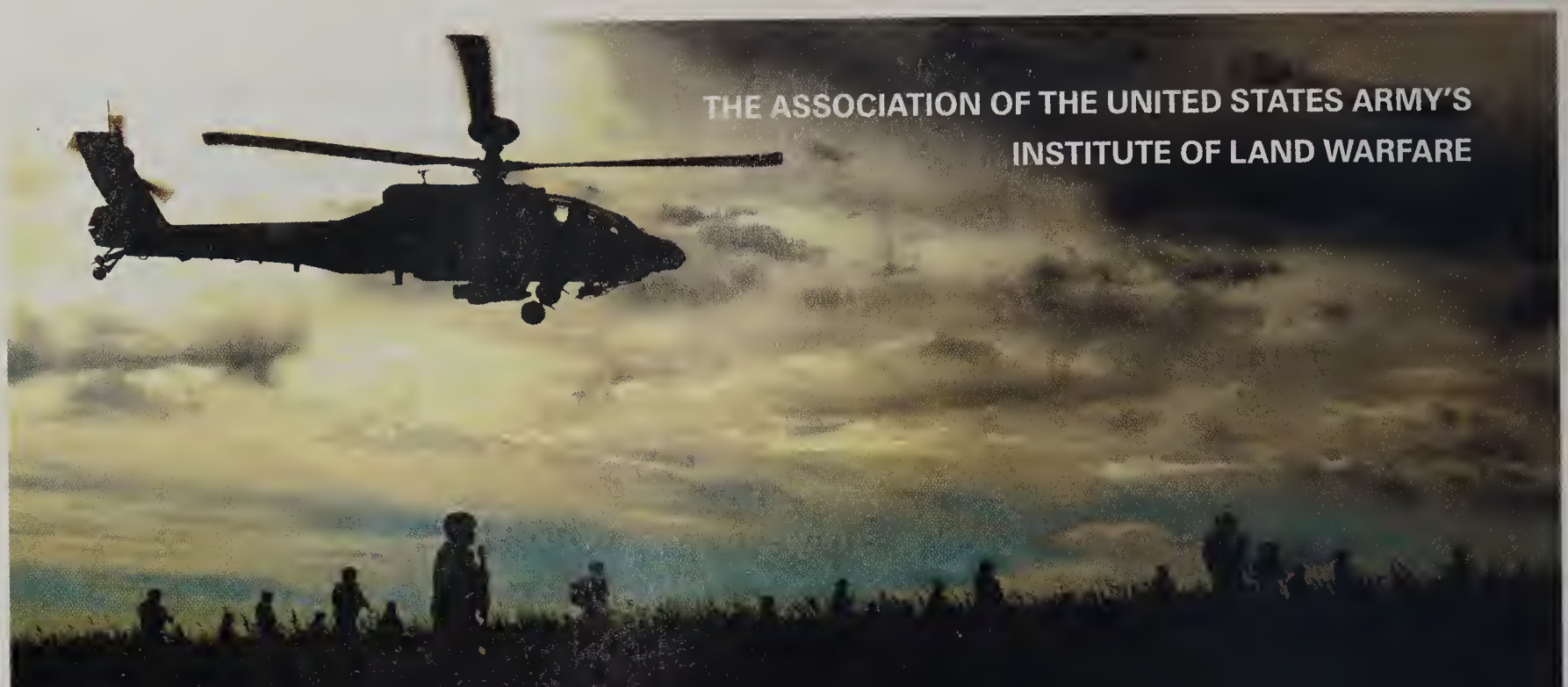
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Front & Center

An Open Letter to Battalion Commanders and Command Sergeants Major

Preparing for Your Future and That of the U.S. Army

By LTG James M. Dubik
U.S. Army retired

In 1990, I finished commanding the 5th Battalion, 14th Infantry, 25th Infantry Division, and set out to the Advanced Operational Studies Fellowship, School of Advanced Military Studies, at Fort Leavenworth, Kan. Four years later, I was promoted to colonel, and, three years after that, to brigadier general.

My battalion command sergeant major, Ron Semon, left our battalion and served both as a regimental command sergeant major and as the command sergeant major for the commandant of cadets at the U.S. Military Academy, West Point, N.Y.

Colonels and their sergeants major run large parts of our Army. Generals and their sergeants major provide strategic guidance. Like CSM Semon and me, many of you now serving at battalion level (whether as battalion commanders, battalion command sergeants major, or in equivalent positions) will serve at the more senior ranks. What yet-to-be-envisioned future will you face in 2017? Simply put, no one knows.

For example, the Berlin Wall fell in the second year of my battalion command—a surprise to many. (At the time, many focused only upon reaping the supposed "peace dividend," which reduced the approximately 780,000-person volunteer Army to about 485,000.) Uncertain then, and still unfolding, are the strategic consequences of the Cold War's end.

Even with this uncertainty, however, there are approaches you can take now to prepare for your future, and accordingly, the future of our Army.

Keep learning. For you, school is never out. Much of what you have learned up to this point in your career will be surpassed by the new events, discoveries, technologies, political arrangements and strategic developments of the next decade. During my war college fellowship, for example, neither the Internet as we now know it nor any of the associated collaborative tools, search services or miniature devices existed. In the early part of the 1990s, many still thought that experimenting with how digital technologies might be incorporated into Army formations was a waste of time and money.

If any of you stops reading, thinking, learning and adapting, your utility—and, I would add, desirability—as a senior leader will diminish immediately. Imagine a 1989 lieutenant colonel or sergeant major trying to guide the Army through the realities of the 21st century, armed only with what he or she had learned during the Cold War.

Retain your best subordinates. Too often leaders treat their subordinates as if there is an endless supply of talent. There is not.

The future of our Army is in the hands of the leaders we retain. The sergeants we reenlist today are our future first sergeants and command sergeants major; the captains and majors we retain are our future commanders and general officers. There is no guarantee that the great Army we have now will continue to be great, except in the talent we retain. Talent retention, as it is called in the civilian sector, is doubly important in our profession, for we promote only from within.

Create a positive climate. Even the best people will be constrained—perhaps even driven out—by poor organizational structures and cultures. We all live and operate within an organizational context. An organization's climate affects the contributions of individuals and the achievement of the common mission. How soldiers and subordinate leaders are treated by their leaders—and whether they feel that their seniors value their contributions and nurture their potential—helps create the organization's climate, as do the structures and processes within which soldiers and subordinate leaders have to operate.

Colonels, generals and their sergeants major play a huge role throughout the Army in setting the right climate. We will not retain the right people if we create the wrong climate, and we will not be able to retain the right leaders if our command climate does not also include caring for families.

Value adaptability. Make the portion of the Army for which you are responsible an organization that learns and adapts as quickly as the situation demands. Few things—other than Army Values, the fundamentals of leadership and the essential nature of war—are static.

Some of our existing processes, procedures and organizational models may retain their utility into the future; others may not. The trick is to know the difference, adapting that which must change and conserving that which remains useful. As future colonels, generals and senior sergeants major, you will be responsible not only for figuring out what should be reformed and what conserved, but also for directing and supervising necessary changes.

You will have to learn how large organizations change, how to use the wealth of experience of your subordinate leaders in the process (and it is a process, not an event) and how to balance continuous change with continuous operations (the world does not stop and wait for us to change). In addition, you will have to develop the courage that taking initiative requires. This type of courage results from succeeding in

positions outside of your comfort zone. Seek such positions. For the next 10 or 15 years of your career—at the colonel, general officer and senior sergeant major levels—you will face problems and situations that you've never faced before, requiring courage drawn from multiple sources.

Courage will come partly from the judgment and intuition that you have developed over time. To a large degree, however, it will come from being able to use your subordinates' experiences and perspectives; they will be seasoned professionals in their own right. Finally, courage will come from your confidence in being able to lead these seasoned professionals through a process of discourse, continual learning and coleadership in adapting your organization to an ever-changing environment.

Attend to your personal life. Be with your spouse and family whenever you can. Stay fit, physically and emotionally. Your effectiveness as a senior leader is in direct proportion to your physical and emotional health.

This aspect of senior leadership has always been difficult. The demands on colonels, generals and senior sergeants major have always been great, but a near-decade of war has added to an already heavy burden. In this aspect of senior leadership, quite frankly, I cannot offer much advice. I did not face what you are now facing, and my experience in Haiti, Bosnia and Iraq pales in comparison with yours.

I do know this: Ultimately you will retire from the Army, but you will never retire from being a spouse, father, mother, son, daughter, brother, sister, uncle or aunt. Your subordinates watch their senior leaders and make career decisions based on what they see. Perhaps you will have to learn from one another what works in preserving these most essential relationships during the kind of war you are fighting today so that you will be able to lead our Army into the uncertain future, inspiring the best of your subordinates to come along with you.

What I've written may seem obvious; I assure you that it is not. Every generation of senior leaders learns these lessons sooner or later. Given what I have seen in Iraq and Afghanistan, current battalion commanders and command sergeants major (and those in equivalent positions) form an incredible group. Saying that your tactical proficiency and leadership surpass that of my generation is an understatement.

What you will face in the next two decades of your career will be substantially different, however. My challenge to you is to acknowledge that difference and start preparing for it now. □

LTG James M. Dubik, USA Ret., is a former commander of Multi-National Security Transition Command-Iraq and a senior fellow of AUSA's Institute of Land Warfare.

Building Teams of Cyber Warriors

By LTC Joseph Doty
and
MAJ T.J. O'Connor

Developing an offensive cyber-warfare capability is one of our nation's goals right now and a key component of our national security strategy. At the heart of this challenge is recruiting and building cyber-warfare teams composed of highly talented and skilled individuals. We cannot simply assemble a group of all-stars and then watch as they "conquer the world."

Rather, we must focus on how to teach and develop these cyber warriors to work as part of a larger team and to begin playing in a team environment. For cyber-warfare teams to succeed (and our adversaries are formidable opponents), we need to examine closely what a cyber warrior looks like, and what we can do to further build successful cyber-warfare teams.

Why do teams of talented and skilled professionals fail where teams of amateurs succeed? The 2004 U.S. Olympic basketball team, composed entirely of professional players, lost three games and finished the tournament with a bronze medal. Four years later, the U.S. Olympic basketball team went undefeated and won the gold medal. The 2008 team's head coach, Mike Krzyzewski, was singularly focused on ensuring that these phenomenally talented professionals were playing as a team. (See *The Gold Standard: Building a World-Class Team* by Mike Krzyzewski and Jamie K. Spatola.) The 1980 U.S. Olympic hockey team, composed mainly of unknown college players, defeated the mighty Soviet Union team in what is widely considered to be one of the biggest upsets in the history of sports. At the very heart of this is the phenomenon that people who place a higher value on the success of the team (not the individual) succeed because of a shared purpose, vision and trust. *A team working together will achieve far more than the sum of the individual team members working alone.*

Is this true, however, with cyber security? Expertise in cyber warfare and security requires knowledge, skills, abilities and talent that necessitate years of study and practice of how different protocols and security mechanisms work. Even having a breadth of knowledge doesn't make an individual talented in cyber warfare.

It requires the ability to take that knowledge and turn it on its head. To be really successful in cyber warfare requires teams that can figure out how to bend and break the mold, to make protocols work in a method for which they were not originally intended, to find weaknesses in proven mechanisms for security—this is the art, instead of the science, of cyber warfare. The practical reality is that in order to be that introspective, a cyber warrior is more likely to be an individual than a member of a team. Yet we need teams to succeed in cyber warfare. A coordinated offensive strike against another nation or decentralized network requires thousands of hackers working

in multiple locations who communicate and build upon each other's strengths.

How is cyber warfare done well? There have been a number of successes in team-organized cyber warfare. In early July, a team attack targeted dozens of government web sites in the United States and South Korea. While suspected to have originated in North Korea, the attack required the ability to work with individuals in the United States, Guatemala, Japan and China. The team effort succeeded in crippling the web sites of 27 different services in the United States and South Korea. Shared communication, shared vision and a cooperative working environment contributed to the unfortunate (for U.S. and South Korean security) success of these attackers.

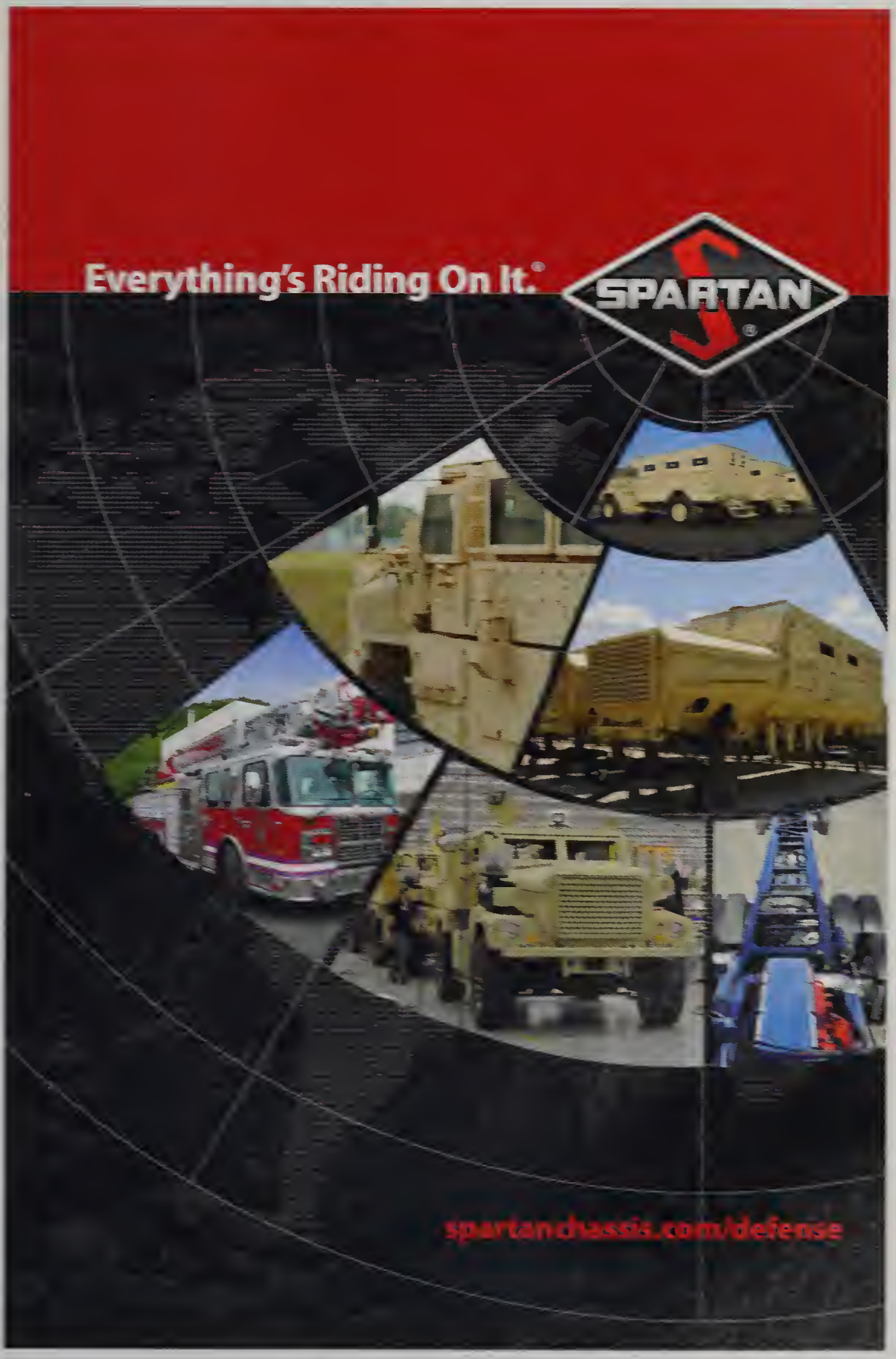
What does the cyber warrior look like? In 2004, Chinese hackers from the province of Guangdong attacked the U.S. Army Missile Command at Redstone Arsenal, Ala. In an operation called Titan Rain by U.S. authorities, a team of about 20 Chinese hackers grabbed specifications for helicopters and flight planning software. They gained and kept access to several machines at Sandia National Laboratories at Redstone, pillaging secret information from the U.S. government and were eventually discovered and stopped by a single individual, Shawn Carpenter. An employee at the Department of Energy (DoE), Carpenter performed an unauthorized investigation into the hackers that led to their detection and Carpenter's subsequent dismissal from the DoE.

Carpenter's success in detecting the hackers highlights a challenge with cyber warriors: These talented people have highly specialized skills that the national security community does not necessarily fully understand or comprehend. Essentially every cyber warrior has the ability to read his boss' e-mail—building teams of such people is a scary thought. We require them to be ethical and maintain professionalism in their craft, but this is often secondary to their ability to strike with technical precision.

In the case of Shawn Carpenter, the DoE missed the opportunity to put a talented professional with a clear professional agenda back into the field defending our nation's secrets. In contrast, the DoE punished Carpenter for violating procedural regulations—the equivalent of firing a bank teller who fought back against a bank robber. Talented cyber warriors often look and act differently from usual society. They are often referred to as nerds or geeks. We should embrace rather than fear the Shawn Carpenters in our organizations because they are vital to the security of our country.

Building cyber-warfare teams is something the U.S. Military Academy at West Point does extremely well. Every year, West Point fields a cyber-warfare team that competes against teams from every other service academy.

For four days in the spring, the National Security Agency's best hackers attack the U.S. Coast Guard Academy, the U.S. Air Force Academy, the U.S. Naval Academy, the U.S. Merchant Marine Academy and the U.S. Military Academy. For the past three years, the



U.S. Military Academy has won decisively. Why? The other schools have equivalent educational programs teaching their students technical expertise. West Point's team is so successful because individuals playing as a team win, while teams playing as individuals lose. West Point's team was led last year by senior Cadet Sal Messina. Halfway through the competition, his second-in-command made a mocking phone call to the NSA deputy director. Cadet Messina chastised the other cadet—not for the phone call, but for putting the team at risk. He told the cadet he did not have the right to sacrifice the work of the other members of the team. This was a clear example of the team's shared vision and effort.

It takes a great deal of resources—time and money—to recruit a talented, ethical cyber warrior, that unique individual who has incredible technical savvy, yet also has a high ethical code and a dedication to a profession. This often means they come from existing professional environments and may have little to no technical expertise.

Clifford Stoll, renowned for detecting the first series of cyber-warfare attacks in the 1980s, was simply an astrophysicist who became upset when he could not perform his research properly on compromised computer machines. Shawn Carpenter was a DoE employee dedicated to protecting his government's secrets. Does this mean that cyber warriors must be drawn exclusively from the professional ranks of our Department of Defense? No. They are most likely, however, to be individuals who have learned to work on teams. As we charge forward into the next cyber-warfare battlefield, we must not forget to tap the Sal Messinas that we have already grown and developed within our ranks. □

***LTC Joseph Doty**, Ph.D., is the deputy director of the Army's Center of Excellence for the Professional Military Ethic. He previously commanded 1st Battalion, 27th Field Artillery Regiment, V Corps Artillery. **MAJ T.J. O'Connor** teaches in the Department of Electrical Engineering and Computer Science at the U.S. Military Academy at West Point, N.Y. He previously served as a signal center director with the 7th Special Forces Group in Afghanistan.* (The views expressed here are those of the authors and do not purport to reflect the position of the U.S. Military Academy, the Department of the Army or the Department of Defense.)

Relearning the Foreign Linguist Mission

By MAJ John W. Davis
U.S. Army Reserve retired

All men dream, but not equally. Those who dream by night in the dusty recesses of their minds wake in the day to find that it was vanity; but the dreamers of the day are dangerous men, for they may act on their dream with open eyes, to make it possible.

—T.E. Lawrence,
Seven Pillars of Wisdom

In Iraq, a Marine Corps sniper team was placed on the top floor of a building in an ambush-heavy neighborhood. Suddenly, all action stopped. For two days there was no action at all. Then the mystery was solved: A marine saw something taped on the door leading into the team's building. On a piece of masking tape, written in magic marker, a message in Arabic read, "Attention! There's an ambush with American snipers inside this building!" For days, no one paid attention to the unreadable sign on the door. The team was resupplied, changed over, and told to wait for enemy activity that never happened—no one could read the sign that warned the enemy away.

This story is legion throughout American war efforts. We don't have enough linguists, and we need to ask ourselves why. America, more than any other country, draws its people from every land on earth. Yet we are considered all around the world to be a people of only one language. In irregular warfare, this costs American lives.

America is the world's melting pot. Generations ago, immigrants considered learning English a mark of having become Americans. Speaking the language of the Old Country was seen as backward. This is an attitude soldiers often carry into combat, but it is a mistake to do so.

Military people like action, quick results. We are impatient with inaction. Notice that the goal of a combat soldier is to "move, shoot and communicate." Moving and shooting are clear enough, and communication for combat veterans is usually achieved by radio. Irregular warfare, however, presents a different challenge altogether. The ability to communicate refers more accurately to linguistic communication, communicating in a foreign language. Americans have a cultural bias against the multilinguist, whose many roles we do not properly understand even in the intelligence fields.

In the military services, we tend to think of linguists, if at all, as locals who are mission add-ons. They are the translators who are called on to talk to "the population." Little, if anything, is known of them: We don't know their family connections, ethnicities or histories. Nor do we know their interests, prejudices or dreams for the future. In fact, that someone can speak English seems to make him "one of us." This results in a paradox. We seem to think foreign English speakers are acceptable, but only in a lowly capacity because we really don't trust them. Too often, we ignore them.

The State Department, however, has identified many missions for linguists, which, in this era of irregular warfare, the services would do well to note. They are translators and interpreters, but also information collectors, reporters, documentation managers and reviewers. They conduct research and serve in advisory capacities; they cooperate with planners at every level. Have the services thought through their own use of linguists to this extent? How do the services plan to communicate their objectives to their local counterparts?

Wendell Steavenson, an Anglo-American reporter living in Baghdad, said this about a young Iraqi she had interviewed:

> Osama's brother Duraid lived with his cousins nearby and sold cans of Pepsi out of Styrofoam coolers just outside [an American] base's concrete blast walls. He came up smiling and gave SGT Davis a fist-to-fist handshake. "Hey, you are my brother, man."
>
> "We know just about everyone here," said SGT Davis, smiling. I smiled back. Then I winced at the things SGT Davis did not know; that Duraid had a brother in the resistance and that Duraid himself had fired RPGs at Humvees in Baghdad for the hell of it.

Steavenson was describing the enemy, only our side didn't know: They spoke like us, so we didn't see them as adversaries. Could this misinterpretation have been avoided?

We seldom, if ever, realize that proper use of a linguistic capability would not only advise about local cultural imperatives, grievances and practices, but could even preclude many unnecessary military actions. For instance, a young staff sergeant who taught himself some Arabic was advised by Iraqi police not to go down a particular road on a certain day. It turned out that the road had been mined the night before. Forget for a moment how the police knew of the actions of the enemy and why they took no action; they wanted to keep their friend alive—their friend who could speak to them.

But what if your translator is also out to get you? Since few Americans speak Arabic or Kurdish, who can say what native speakers are communicating? Our job is to move, shoot and communicate, and we can't even ask for the time of day in the language of the people in whose land we find ourselves. Are we really able to do our mission?

A major, recently returned from the war, complained that his translator went to "Arabic secure" when on the phone with a friend. He wondered what the Arab was saying; if he was really on our side; who his brothers, cousins, sisters were. Why was he working for us? We must be able to see the world through the eyes of the adversary, the better to know who our enemy is.

This is not new. During the Vietnam War, an American Quaker woman, serving as a linguist and health worker with the Vietnamese, said:

> Later that afternoon, I swung by the American Army compound to pick up the mail, entering the base as the Vietnamese cleaning women left it. I'd often chatted with these women and knew that many of them lived near the My Lai Road. The maids flirted unabashedly as the MPs checked their empty baskets for contraband. What fools those MPs are, I thought. Doesn't it occur to them that the contraband these women carry is information hidden inside their heads? Don't the MPs realize that their flirtatious cleaning



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maids probably pace off warehouse measurements while they sweep, memorize shipments they unload and note details of any unusual activity? In the years since, I've checked out my guesses and learned that I was right. Women formed the core of the North Vietnamese/Viet Cong spy, liaison and distribution networks. Basket by yoked basket, women slipped supplies into locations dangerously close to American bases. Mental picture by mental picture, overheard conversation by overheard conversation, they absorbed information about the enemy and carried it away.

In the 82nd Airborne Division War Memorial Museum at Fort Bragg, N.C., you can see a perfectly executed map of the interior of a Special Forces base camp, drawn by a 12-year-old seamstress. We know nothing about the enemy, whom we invite among us, because we don't understand whom we can trust. We don't understand because we can't speak to them, but we need them to speak for us. We can't convey what is important to us because we have to go through those intermediaries who might, or might not, convey what we believe to be important. Consider the case of Noureddine Malki. A naturalized citizen, he spied against us when, as a translator, he passed classified information to Sunni sheiks at the height of combat in Iraq. No one could have known he was a potential spy because no one adequately researched the lies he told on his applications for citizenship and, later, Top Secret clearance.

LTC Lester W. Grau, U.S. Army retired, with great insurgency experience and insight into the fusion of operations and intelligence, says that the perfectly employed linguist can serve the role of the best policeman. He will know the streets, the people and the neighborhood dynamics. He'll be able to read the reality of the environment and advise accordingly.

Why can't our military services get American linguists? What were our people doing in Kuwait for the 12 years between Desert Storm and the current war? Linguists could be some of our best intelligence officers. Interestingly, combat leaders are more relaxed with soldier-linguists in uniform. Americans can learn—and grow up speaking, in many cases—the target languages of the countries with which we are involved in conflict. American linguists who are also intelligence officers could help with the most secret planning. They can be relied upon when foreign translators, experiencing direct pressure in their own country, cannot. We seem to forget that.

GEN Joseph (Vinegar Joe) Stilwell, of World War II fame, knew this intuitively. A Chinese linguist, he was the military attaché to the Chinese government of Chiang Kai-shek during China's war with Japan in the 1930s. Stilwell sought out some five other Chinese-language trained American Army officers. He assigned them to five different regions with the orders to send him unvarnished, on-site truth from the battlefields. Armed with these actual reports from linguists present at the events, Stilwell was able to advise the U.S. government on further military actions.

Today there is no career field for a dedicated-area linguist officer. Only the foreign area officer MOS comes close, and then only for a short period of time. There would never be a Lawrence of Arabia in the U.S. military.

Several initiatives attempt to rectify this lack of reliable linguists. There is the first-ever Army language company, composed of some 140 vetted, native speakers of the Arabic, Farsi, Pashto and Kurdish languages so lacking in our Army. The FBI is actively seeking linguists, and the CIA is chasing ever more linguistic-capable recruits. There is even a massive effort to recruit among the immigrant populations of America, offering expedited citizenship to those who qualify.

There is, in the end, nothing we cannot do. First, we must overcome the cultural bias against linguists and see that they hold valuable positions that can be employed at every level of military service. We must also make linguistics a career path for enlisted soldiers and officers alike. Finally, we must understand that there are many venues where this skill can manifest itself, as the State Department has long known. In the end, it will reward us by saving lives. When we properly employ linguists, we won't have to "let our M-1 Garands do the talking." □

MAJ John W. Davis, USAR Ret., served in combat arms and military intelligence. During his career, he learned five languages and applied those skills in his various missions overseas. A graduate of Washington University in St. Louis, he is a U.S. government intelligence operations specialist in Huntsville, Ala.

'We Need More Engineers'

By LTG Mark Hertling, LTC William Graham and **MAJ Louis Florence**

The Army has gone through a tremendous metamorphosis since September 11, 2001. Combat operations in Iraq and Afghanistan have proven the value of many of these changes. These full spectrum combat operations, however, have also exposed some serious flaws, particularly the lack of adequate engineer support.

By design, the Army transformation initiative resulted in engineer forces organic to the transformed brigade combat teams (BCTs) that proved insufficient. The modular BCTs were only resourced with the organic engineer capacity to conduct terrain analysis, build protective positions, and conduct initial breaching and route-reconnaissance operations. All other engineer support was to come from the echelon above brigade (EAB) modular force pool based on the specific requirements of the BCT's mission.

When serving as Multinational Division-North (MND-N) during Operation Iraqi Freedom, 1st Armored Division leaders quickly realized that they didn't have enough engineers. Each BCT came to the fight with only a single organic engineer company. These engineers,

combined with the two EAB engineer battalions assigned to the division's attached engineer brigade, were already overtasked with conducting their vital offensive and defensive missions. Add to this the critical role engineers play in the conduct of stability operations, and it became apparent that we were running out of engineer troops long before we ran out of engineer tasks. As a result, the division could not provide the BCTs with sufficient engineer augmentation they required to execute full spectrum operations.

Troop-to-Task Analysis

To understand exactly where our engineer shortfalls were, we conducted an unconstrained troop-to-task analysis. The following is a broad list of the typical engineering tasks that we determined were required by each BCT. These obviously varied depending on the security, governmental and economic situation in each BCT's area of operations.

- *Combat engineer tasks:* Route clearance, route reconnaissance, explosive-area search, sensitive-site exploitation, cache destruction, dynamic building entry, minefield/improvised explosive device (IED) breaching and assault gap crossing.
- *Construction engineer tasks:* Route sanitation, rapid crater repair, base camp/combat outpost construction, protective-position construction/inspection, barrier emplacement/inspection, culvert denial operations, quality-of-life upgrades, electrical-safety quality control and contract management.
- *Engineer tasks in support of stability operations:* Training of Iraqi army engineers, critical infrastructure repair, restoration of essential services, civil-capacity development, economic revitalization efforts and project management.
- *Geospatial engineering tasks:* Geospatial intelligence operations and terrain analysis.

Applying the right engineer units against these tasks required providing each BCT with a mix of three to five additional combat and construction engineer companies. The BCTs also required more staff support to enable them to properly plan and coordinate all of these tasks. In particular, engineer tasks in support of stability operations involved a significant amount of brigade-staff action to devise and implement.

Command and Control

The final step in our troop-to-task analysis was to overlay the necessary level of command and control. In accordance with the modular doctrine in Field Manual (FM) 3-90.61 *The Brigade Special Troops Battalion*, we first looked at assigning the required engineer companies to the brigade special troops battalions (BSTBs). In MND-N, however, some of the BSTBs were committed as operational environment owners, some were fully engaged with missions such as mayors' cell/base defense, and some BCTs simply didn't have BSTBs. Nevertheless, three to five additional engineer companies would have exceeded the span of control abilities of the BSTBs and would not have provided the desired increase in brigade-level staff support.



Likewise, we believed that allowing the BCTs to assign the required engineer companies down to the combined arms battalions would have overtaxed these fully committed battalions. We concluded, therefore, that each BCT required an engineer battalion headquarters to command and control the additional engineer companies and integrate them into BCT operations.

Our conclusion that each BCT needs the support of an engineer battalion with a mix of different engineer units is in lockstep with modular doctrine. According to FM 3-90.61: "During offensive and defensive operations, a BCT should receive an engineer battalion headquarters with [a mix of various engineer companies]." Given the Army's recent recognition of the need to conduct full spectrum operations and the substantial role that engineers have in the successful conduct of stability operations, one can argue that all BCTs deployed to conduct full spectrum operations require augmentation by a battalion-size engineer force.

The troop-to-task analysis confirmed that the division's engineer brigade didn't have enough forces to provide the necessary level of EAB engineer augmentation to the BCTs. Because of this shortfall, the division turned to Multi-National Corps-Iraq (MNC-I) for additional engineer forces.

Engineer Work Line

The MNC-I staff engineer and the commander of the 20th Engineer Brigade (MNC-I's engineer brigade) readily understood the requirement for additional engineer support in MND-N, inventively applying existing doctrine that allows corps to delineate a portion of a division's area of operations where corps units can provide the required engineer support. The graphic control measure used to delineate this boundary is labeled the *engineer work line* (EWL). Using this construct, MNC-I set an EWL that gave the 20th Engineer Brigade responsibility to provide engineer support to two of the four maneuver BCTs in MND-N; MNC-I then gave the 1st Armored Division direct tasking authority over corps engineer forces working within the EWL.

The EWL arrangement with MNC-I finally allowed MND-N to provide its BCTs with the proper level of engineer support. MND-N reconfigured its two EAB engineer battalions into multifunctional battalions composed of both combat and construction engineer companies, as determined by the tasks the battalion was required to perform. These two battalions, combined with two existing multifunctional engineer battalions from the 20th Engineer Brigade, allowed the division to place in support of each maneuver BCT an EAB engineer battalion consisting of an engineer lieutenant-colonel commander, a full battalion staff, and the right mix of combat and construction engineer companies.

Provincial and Urban Success

Having a multifunctional engineer battalion supporting each BCT worked. In Mosul and in Ninewa Province, the tireless 94th Engineer Battalion teamed with the 3rd Armored Cavalry Regiment, rapidly established combat outposts throughout the city to "clear and hold" areas of insurgents and quickly built battalion-size life-support areas. In Kirkuk, the rugged 14th Engineer Battalion proved invaluable to the efforts of the 1st BCT, 10th Mountain Division, to hold critical areas of the Rashad Valley and strengthen its vital stability operations in and around the city. In Salah ad Din Province, the resourceful 326th Engineer Battalion provided the 1st BCT, 101st Airborne Division, with critical engineer augmentation that helped its vast economy-of-force mission progress from perpetual clearance operations to holding, and even building, operations. In the ethnically split Diyala Province, the 5th Engineer Battalion fought alongside the 2nd Stryker Cavalry Regiment (and subsequently the 1st Stryker Brigade Combat Team, 25th Infantry Division), providing the mobility and basing support that was essential to hold the cities of Baqubah and Muqdadiyah while simultaneously pursuing the enemy into their rural support zones.

These efforts, combined with the critical oversight of the engineer brigades and the magnificent work of the engineer companies organic to the BCTs, demonstrated just what engineers were capable of achieving on the full spectrum battlefield—provided, that is, there were enough of them.

Clearly, the modular BCTs' full spectrum engineering requirements far exceed both their meager organic engineer capabilities and the command-and-control capacity of their BSTBs. One only has to look at the ubiquitous IED threats, the numerous basing and force-protection requirements, and the critical contributions of engineers to stability and civil-support operations to understand this. By crafting a scheme of engineer operations that gave each BCT the support of an entire engineer battalion, the 1st Armored Division was able to achieve remarkable results.

Given our experience, we believe that the Army must improve its ability to provide sufficient EAB engineer forces to meet the augmentation requirements of the modular BCTs (which we believe amounts to one multifunctional engineer battalion per BCT). We can no longer afford for the BCTs to be underresourced with engineers. These are not simply "nice-to-have" forces—they are mission-critical needs that must be available to achieve success on the battlefield. To do this, sufficient engineer forces have to be available in the force pool, and combatant commands must ensure that they secure these engineer forces in adequate numbers and types to properly support their deploying BCTs. Simply put, we need more engineers. □

LTG Mark Hertling *served as the commander of Multinational Division-North (MND-N) and the 1st Armored Division (1AD) during Operation Iraqi Freedom (OIF) from 2007–09. He is currently deputy commanding general, Initial Military Training, U.S. Army Training and Doctrine Command.* ***LTC William Graham*** *was the 1AD division engineer during OIF from 2007–09. He is the Army War College Fellow assigned to MIT's Security Studies program.* ***MAJ Louis Florence****, who served as the deputy division engineer for 1AD during OIF from 2007–09, is pursuing a Ph.D. in optics at the University of Central Florida.*

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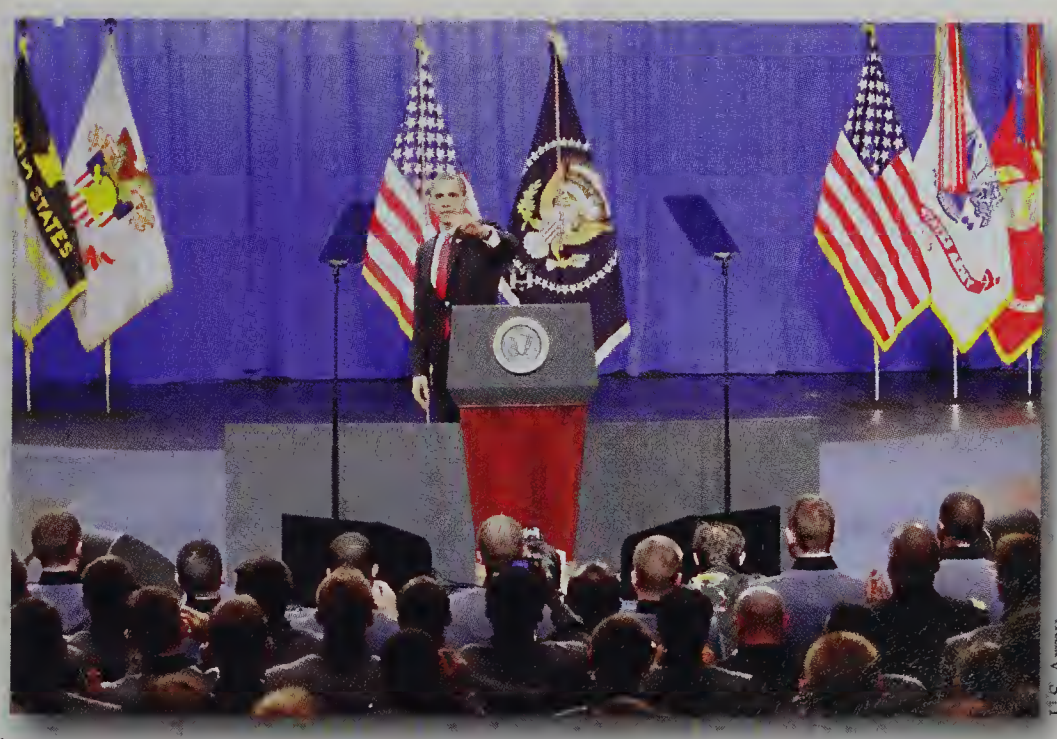
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Security Transfer Strategy: More U.S. Troops, but the Clock is Ticking

President's Afghan Timetable Twists Afghan Arms To Shoulder the Load

By Dennis Steele
Senior Staff Writer

The Afghanistan endgame can be encapsulated as push, pull, drag and pull out—push American reinforcements into Afghanistan's beleaguered eastern and southern provinces, pull control of the country from the grip of a reestablished Taliban, drag the Afghan government into taking on security responsibility for its own soil by accelerating training for Afghan forces and let the Afghan government know that it must take over by establishing a timetable to consider starting a pullout of U.S. forces in mid-2011, primarily based on the findings of another review of the situation in Afghanistan late this year.



U.S. Army

President Obama announced his Afghanistan strategy at the U.S. Military Academy, West Point, N.Y.

Under plans announced in early December by President Barack Obama, 30,000 additional U.S. troops will be on the ground in Afghanistan by this summer, bringing the U.S. military force to approximately 98,000 troops. Their mission is to bring Afghanistan from the brink of Taliban control, convince Taliban fighters to stop fighting and reconcile, and destroy remnants of al Qaeda while training tens of thousands of Afghan soldiers and police. In addition, they must pressure a paralyzed Afghan government toward snuffing out rampant corruption and providing security and basic services for its people.

The strategy tells people at home and abroad that the United States is finished with issuing a blank check in American blood and treasure to protect Afghanistan; the core of the strategy remains focused on protecting America.

I do not make this decision lightly, President Obama said. *I make this decision because I am convinced that our security is at stake in Afghanistan and Pakistan. This is the epicenter of violent extremism practiced by al Qaeda. It is from here that we were attacked on 9/11, and it is from here that new attacks are being plotted as I speak. This is no idle danger, no hypothetical threat. In the last few months alone, we have apprehended extremists within our borders who were sent here from the border region of Afghanistan and Pakistan to commit new acts of terror. And this danger will only grow if the region slides backwards and al Qaeda can operate with impunity. We must keep the pressure on al Qaeda, and to do that, we must increase the stability and capacity of our partners in the region.*

President Obama took the stage at the Eisenhower Hall Theater at the U.S. Military Academy, West Point, N.Y., eight years after the start of Operation Enduring Freedom to announce those plans, which were hammered out during deliberations that lasted almost two months. GEN Stanley A. McChrystal, commander of the U.S. forces and the International Security Assistance Force in Afghanistan, issued dire warnings in a September report to the President that the Coalition had a year to wrest momentum from the Taliban, protect the Afghan population and implement a comprehensive counterinsurgency plan, or cross the line of no return and face failure. He followed that report with a request for additional forces, reportedly offering three force-package alternatives, depending on the strategy chosen and subsequent missions for his command, which ranged from 12,000 troops on the low end to more than 60,000.

The world waited for the President's response with the understanding that a large measure of his political success rested with the plan and its results, making the fight in Afghanistan "Obama's War," and, along with it, the battle at home to overcome declining public and congressional support for the war and fund it in a flatlining economy.

Before an audience of gray-clad cadets, serving soldiers and senior members of his administration, the President said:

It's important to recall why America and our allies were compelled to fight a war in Afghanistan in the first place. We did not ask for this fight. On September 11, 2001, 19 men hijacked four airplanes and used them to murder nearly 3,000 people. They struck at our military and economic nerve centers. They took the lives of innocent men, women and children without regard to their faith or race or station. Were it not for the heroic actions of passengers onboard one of those flights, they could have also struck at one of the great symbols of our democracy in Washington and killed many more.

As we know, these men belonged to al Qaeda—a group of extremists who have distorted and defiled Islam, one of the world's great religions, to justify the slaughter of innocents. Al Qaeda's base of operations was in Afghanistan, where they were harbored by the Taliban—a ruthless, repressive and radical movement that seized control of that country after it was ravaged by years of Soviet occupation and civil war, and after the attention of America and our friends had turned elsewhere. …

Just days after 9/11, Congress authorized the use of force against al Qaeda and those who harbored them—an authorization that continues to this day. The vote in the Senate was 98 to nothing. The vote in the House was 420 to one. For the first time in its history, the North Atlantic Treaty Organization invoked Article 5—the commitment that says an attack on one member nation is an attack on all. And the United Nations Security Council endorsed the use of all necessary steps to respond to the 9/11 attacks. America, our allies and the world were acting as one to destroy al Qaeda's terrorist network and to protect our common security.

Under the banner of this domestic unity and international legitimacy—and only after the Taliban refused to turn over Osama bin Laden—we sent our troops into Afghanistan. Within a matter of months, al Qaeda was scattered and many of its operatives were killed. The Taliban was driven from power and pushed back on its heels. A place that had known decades of fear now had reason to hope. At a conference convened by the U.N., a provisional government was established under President Hamid Karzai. And an International Security Assistance Force was established to help bring a lasting peace to a war-torn country.

Then, in early 2003, the decision was made to wage a second war, in Iraq. The wrenching debate over the Iraq war is well-known and need not be repeated here. It's enough to say that for the next six years, the Iraq war drew the dominant share of our troops, our resources, our diplomacy and our national attention—and that the decision to go into Iraq caused substantial rifts between America and much of the world.

Today, after extraordinary costs, we are bringing the Iraq war to a responsible end. We will remove our combat brigades from Iraq by the end of next summer, and all of our troops by the end of 2011. That we are doing so is a testament to the character of the men and women in uniform. Thanks to their courage, grit and perseverance, we have given Iraqis a chance to shape their future, and we are successfully leaving Iraq to its people.

But while we've achieved hard-earned milestones in Iraq, the situation in Afghanistan has deteriorated. After escaping across the border into Pakistan in 2001 and 2002, al Qaeda's leadership established a safe haven there. Although a legitimate government was elected by the Afghan people, it's been hampered by corruption, the drug trade, an underdeveloped economy and insufficient security forces.

Over the last several years, the Taliban has maintained common cause with al Qaeda, as they both seek an overthrow of the Afghan government. Gradually, the Taliban has begun to control additional swaths of territory in Afghanistan, while engaging in increasingly brazen and devastating attacks of terrorism against the Pakistani people.

Now, throughout this period, our troop levels in Afghanistan remained a fraction of what they were in Iraq. When I took office, we had just over 32,000 Americans serving in Afghanistan, compared to 160,000 in Iraq at the peak of the war. Commanders in Afghanistan repeatedly asked for support to deal with the reemergence of the Taliban, but these reinforcements did not arrive. And that's why, shortly after taking office, I approved a long-standing request for more troops. After consultations with our allies, I then announced a strategy recognizing the funda-

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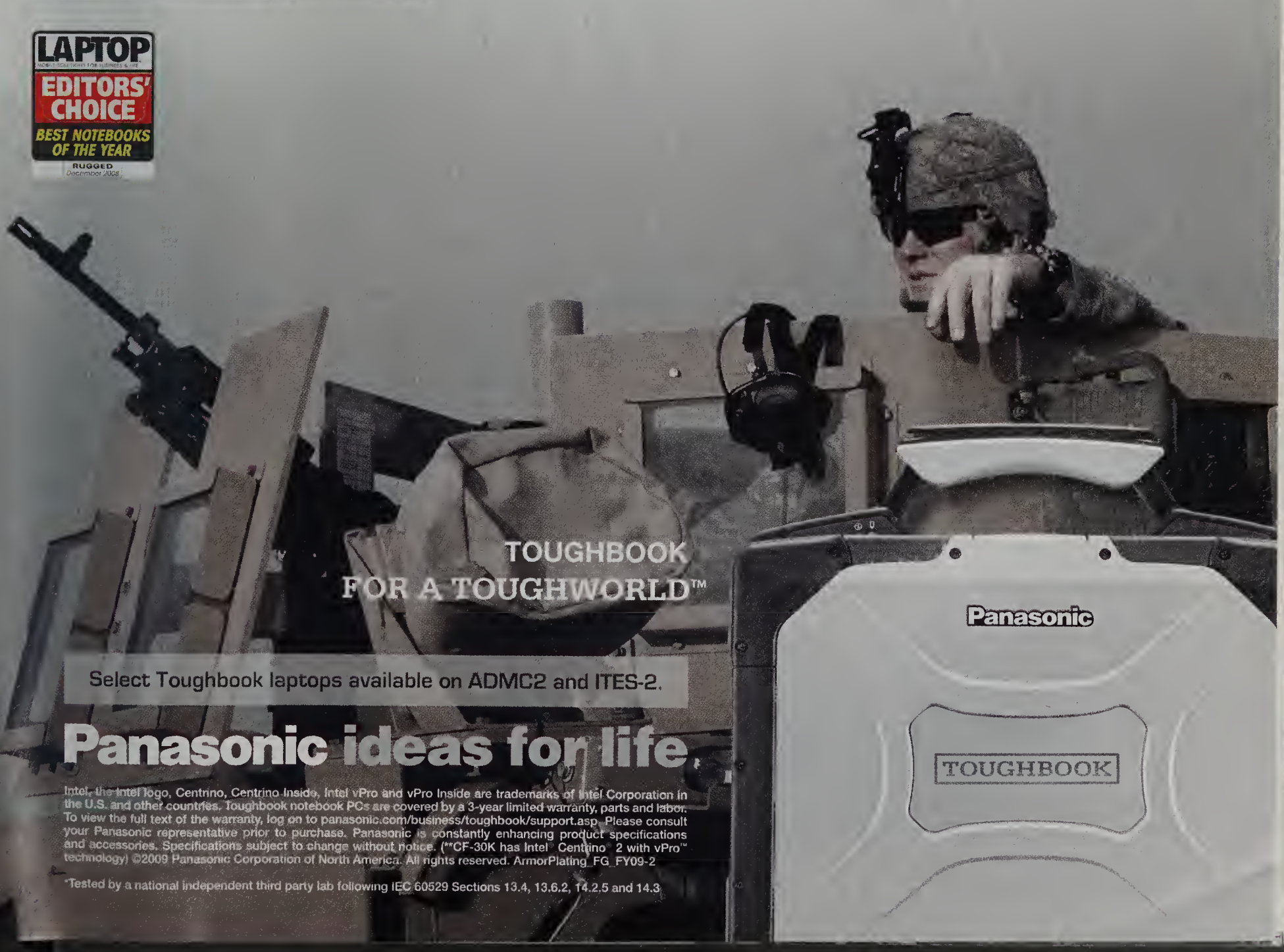
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GEN McChrystal's Message to the Troops

We have been presented a great opportunity to take the tremendous work of our Coalition force to the next level. The clarity, capability and commitment outlined in President Obama's address are critical steps toward eliminating an insurgency in Afghanistan and terrorist safe havens that threaten regional and global security.

Each of you can be proud of the effort we have made here—not just in bringing the fight to the enemy, but in reshaping that fight to achieve more lasting effects, grow our partnership with Afghan security forces, and strengthen relationships with government officials and the Afghan people. You have performed magnificently, and I believe our renewed Coalition campaign is fortified by the path President Obama has put forward. Our NATO International Security Assistance Force objective remains clear: We will work toward a transfer of responsibility to Afghan security forces as rapidly as conditions allow. They need our help—and we are here for them, for their future, and for the safety and security of Coalition nations. The additional resources called for by President Obama will continue to advance a winning strategy. In recent months we have seen real progress that must be preserved and expanded. The increase of Coalition forces earlier this year in the Helmand River Valley, along with expanded civilian capacity, have improved security and stability. This is also helping to foster essential governance and basic economic development.

We still face many challenges in Afghanistan, but our mission has renewed purpose sustained by one unassailable reality: Neither the international community nor the Afghan people want this country to remain a sanctuary for terror and violence. The price to be paid in this conflict is high. But the stakes are higher. President Obama's decision is a clear reflection not only of his intended strategy, but of his confidence in the success we can achieve—success earned by the competence and courage you display every day in Afghanistan. I am privileged to be serving with you, and I am confident that our partnership with Afghans will enable real change in Afghanistan, grounded in a secure and stable environment that allows for effective governance, economic independence and the freedom of every Afghan to choose how to live. In doing so, we will preserve for our own Coalition nations the lasting security we seek for the people of Afghanistan.

mental connection between our war effort in Afghanistan and the extremist safe havens in Pakistan. I set a goal that was narrowly defined as disrupting, dismantling, and defeating al Qaeda and its extremist allies, and pledged to better coordinate our military and civilian efforts.

Since then, we've made progress on some important objectives. High-ranking al Qaeda and Taliban leaders have been killed, and we've stepped up the pressure on al Qaeda worldwide. In Pakistan, that nation's army has gone on its largest offensive in years. In Afghanistan, we and our allies prevented the Taliban from stopping a presidential election, and—although it was marred by fraud—that election produced a government that is consistent with Afghanistan's laws and constitution.

Yet huge challenges remain. Afghanistan is not lost, but for several years it has moved backwards. There's no imminent threat of the government being overthrown, but the Taliban has gained momentum. Al Qaeda has not reemerged in Afghanistan in the same numbers as before 9/11, but they retain their safe havens along the border. And our forces lack the full support they need to effectively train and partner with Afghan security forces and better secure the population. Our new commander in Afghanistan—GEN McChrystal—has reported that the security situation is more serious than he anticipated. In short: The status quo is not sustainable.

As cadets, you volunteered for service during this time of danger. Some of you fought in Afghanistan. Some of you will deploy there. As your Commander in Chief, I owe you a mission that is clearly defined and worthy of your service. And that's why, after the Afghan voting was completed, I insisted on a thorough review of our strategy. Now, let me be clear: There has never been an option before me that called for troop deployments before 2010, so there has been no delay or denial of resources necessary for the conduct of the war during this review period. Instead, the review has allowed me to ask the hard questions and to explore all the different options, along with my national security team, our military and civilian leadership in Afghanistan, and our key partners. And given the stakes involved, I owed the American people—and our troops—no less.

This review is now complete. And as Commander in Chief, I have determined that it is in our vital national interest to send an additional 30,000 U.S. troops to Afghanistan. After 18 months, our troops will begin to come home. These are the resources that we need to seize the initiative, while building the Afghan capacity that can allow for a responsible transition of our forces out of Afghanistan.

President Obama added, *Our overarching goal remains the same: to disrupt, dismantle and defeat al Qaeda in Afghanistan and Pakistan, and to prevent its capacity to threaten America and our allies in the future.*

To meet that goal, we will pursue the following objectives within Afghanistan. We must deny al Qaeda a safe haven. We must reverse the Taliban's momentum and deny it the ability to overthrow the government. And we must strengthen the capacity of Afghanistan's security forces and government so that they can take lead responsibility for Afghanistan's future.

He said those objectives will be met in three ways: by

pursuing a military strategy to break the Taliban's momentum and build Afghan capacity over an 18-month period; by working with allies, the United Nations and the Afghan people to establish an effective civilian strategy—effectively a civilian "surge"—to allow the Afghan government to take advantage of improved security; and by recognizing that success in Afghanistan is inextricably linked to our partnership with Pakistan.

President Obama said that the transition to Afghan security forces will be executed responsibly, as in Iraq, *taking into account conditions on the ground,* and that the United States will continue to advise and assist Afghan security forces *over the long haul,* beyond the redeployment of U.S. combat forces.

But it will be clear to the Afghan government—and, more importantly, to the Afghan people—that they will ultimately be responsible for their own country, he noted. *This effort must be based on [their] performance. The days of providing a blank check are over.*

He continued, *I want the Afghan people to understand—America seeks an end to this era of war and suffering. We have no interest in occupying your country. We will support efforts by the Afghan government to open the door to those Taliban who abandon violence and respect the human rights of their fellow citizens. And we will seek a partnership with Afghanistan grounded in mutual respect—to isolate those who destroy; to strengthen those who build; to hasten the day when our troops will leave; and to forge a lasting friendship in which America is your partner and never your patron.*

Addressing concerns about his decisions, the President said:

First, there are those who suggest that Afghanistan is another Vietnam. They argue that it cannot be stabilized, and we're better off cutting our losses and rapidly withdrawing. I believe this argument depends on a false reading of history. Unlike Vietnam, we are joined by a broad Coalition of 43 nations that recognizes the legitimacy of our action. Unlike Vietnam, we are not facing a broad-based popular insurgency. And most importantly, unlike Vietnam, the American people were viciously attacked from Afghanistan and remain a target for those same extremists who are plotting along its border. To abandon this area now—and to rely only on efforts against al Qaeda from a distance—would significantly hamper our ability to keep the pressure on al Qaeda and create an unacceptable risk of additional attacks on our homeland and our allies.

Second, there are those who acknowledge that we can't leave Afghanistan in its current state, but suggest that we go forward with the troops that we already have. But this would simply maintain a status quo in which we muddle through and permit a slow deterioration of conditions there. It would ultimately prove more costly and prolong our stay in Afghanistan because we would never be able to generate the conditions needed to train Afghan security forces and give them the space to take over.

Finally, there are those who oppose identifying a time frame for our transition to Afghan responsibility. Indeed, some call for a more dramatic and open-ended escalation of our war effort—one that would commit us to a nation-building project of up to a decade. I reject this course because it sets goals that are beyond what can be achieved at a reasonable cost, and what we need to achieve to secure our interests. Furthermore, the absence of a time frame for transition would deny us any sense of urgency in working with the Afghan government. It must be clear that Afghans will have to take responsibility for their security and that America has no interest in fighting an endless war in Afghanistan.

As President, I refuse to set goals that go beyond our responsibility, our means or our interests. And I must weigh all of the challenges that our nation faces. I don't have the luxury of committing to just one. Indeed, I'm mindful of the words of President Eisenhower, who—in discussing our national security—said, "Each proposal must be weighed in the light of a broader consideration: the need to maintain balance in and among national programs."

In a published statement issued from his headquarters in Kabul, GEN McChrystal stated, "The Afghanistan-Pakistan review led by the President has provided me with a clear military mission and the resources to accomplish our task. The clarity, commitment and resolve outlined in the President's address are critical steps toward bringing security to Afghanistan and eliminating terrorist safe havens that threaten regional and global security.

"We will work toward improved security for Afghanistan and the transfer of responsibility to Afghan security forces as rapidly as conditions allow. In the meantime, our Afghan partners need the support of Coalition forces while we grow and develop the capacity of the Afghan army and police. That will be the main focus of our campaign in the months ahead."

According to the American Forces Press Service (AFPS), GEN McChrystal addressed his staff in Kabul after President Obama's speech, citing British Prime Minister Winston Churchill's November 1942 speech following the Allied forces' victory over Axis troops at the Second Battle of El Alamein.

"I think we are at an inflection point" in Afghanistan, GEN McChrystal said, according to the AFPS. Echoing Churchill, he added: "I don't think this is the end. I don't even think it's the beginning of the end. But I do believe it's the end of the beginning." He went on to say that U.S. and Coalition forces are providing the Afghan government and its citizens the "time, space and capability to defend their sovereignty." And, as the surge builds, GEN McChrystal reportedly vowed to confront Taliban and al Qaeda insurgents "with even greater vigor," but said that U.S. and Coalition assistance in the training and development of more Afghan soldiers and police "is the most important thing we do in the future" in Afghanistan.

Plans called for the first reinforcing unit, a Marine Corps battalion, to arrive in late December, followed by the 1st Brigade Combat Team (BCT), 10th Mountain Division, which will be dedicated solely to training Afghan security forces.

Those reinforcements will be followed this spring by a

Marine Corps regimental combat team and two BCTs from the 82nd and 101st Airborne Divisions.

The United States has requested 5,000 to 7,000 additional troops for Afghanistan from NATO allies. NATO Secretary General Anders Fogh Rasmussen said NATO would "send at least 5,000 more soldiers to this operation and probably a few thousand on top of that. This is not just America's war. This is our fight, together."

The United States received promises of 7,000 additional troops following President Obama's speech. The total, however, may depend on how NATO countries' troop commitments are tallied and then counted on to replace subtractions. The Netherlands will end its commitment in Afghanistan in August 2010, withdrawing its 2,100 troops.

As of early December, Great Britain, Poland and Italy were among NATO nations to have responded to the latest U.S. request; they are poised to send 500, 600 and 1,000 new troops, respectively. Georgia plans to send 900 more troops, Slovakia will send an additional 250 and Albania will send its first 35 combat troops.

Approximately 40,000 NATO troops were serving in Afghanistan at the time of the President's announcement; however, many of them are restricted from engaging in direct offensive combat action by their individual governments.

Funding for the U.S. force increase needs a congressionally approved supplement to the current Defense Department budget of approximately $30 billion for fiscal year 2011. And there is the rub: In the immediate aftermath of the President's West Point speech, congressional reception ranged from concern about certain points to outright opposition—the most vociferous initial opposition came from within the President's own political party. The Afghanistan surge's first campaign would be fought on Capitol Hill.

The day following the President's speech, Secretary of State Hillary Clinton, Secretary of Defense Robert Gates and Chairman of the Joint Chiefs of Staff Adm. Mike Mullen fought the first skirmishes during hearings in the House and Senate, absorbing the initial political fusillades.

During a Senate Armed Services Committee hearing, Sen. John McCain (R-AZ) centered his concerns on the fact that the administration had broken with the long-held military dictum *never* to set a timetable for withdrawal, thereby telling the enemy how long it needs to wait you out.

"The President has indicated that we will have a thorough review of how we're doing in December of 2010, and I think we will be in a position then to evaluate whether or not we can begin that transition in July," Secretary Gates said. "If it appears that the strategy's not working and that we are not going to be able to transition in 2011, then we will take a hard look at the strategy itself."

The July 2011 date was chosen because it falls two years after marines arrived in Helmand Province from an earlier force increase, according to Secretary Gates.

"I think that there are at least two principal audiences [for the timetable]," Secretary Gates said. "One audience [is] the Afghan government, [which] must accept responsibility in terms of their own governance, in terms of their own security forces, in terms of accepting their responsibility and ... taking ownership of this conflict on their own soil, that it's not just going to be fought by foreigners on their behalf. I think the other audience is the American people, who are weary after eight years of war, and to let them know this isn't going to go on for another 10 years."

"We have to build a fire under [the Afghans], frankly," he said, "to get them to do the kind of recruitment, retention, training and so on for their forces that allow us to make this transition."

Plans call for the Afghan army, for example, to expand from an anticipated 134,000 troops in December 2010 to 170,000 by July 2011. Several lawmakers expressed concerns about the ability of Afghan security forces to take over the security job.

"The plan clearly is that we will not transition security responsibility to the Afghans until the Afghans have the capacity, in that district or that province, to be able to manage the security situation on their own, with us and our allies initially in a tactical overwatch, and then a strategic overwatch, situation," Secretary Gates explained. He added that commanders will assess the situation on the ground by individual district or province. "So the ability of the Afghans to take this on will depend on the circumstances in each of these areas," he said.

In an early December interview, AFPS reported that Adm. Mullen said that the Afghanistan strategy is based on a very deliberate and educational process [that] "allowed us to explore the breadth and depth of this enormously complex challenge."

Adm. Mullen added that President Obama considered military leaders' opinions and concerns in making his decision.

"I've been at the table in these discussions from beginning to end, and my voice has been heard," he said. "I'm very comfortable with that. I've provided my advice to the President, and, as is always the case, we provide the advice, the President makes a decision, and we all march off and execute that decision."

The Chairman said that U.S. forces will be focused on a counterinsurgency, population-centric mode. "The key goal here is to reverse the momentum of the Taliban," Adm. Mullen noted.

According to Adm. Mullen, deployment lengths for U.S. military personnel will remain about the same: seven months for marines and 12 months for soldiers. With the planned reduction in U.S. forces in Iraq to 50,000 by August 2010, Adm. Mullen said he doesn't expect an adverse effect on dwell time.

He noted that the President's decision "focuses on the commitment to turn [the situation in Afghanistan] around, and it gives GEN McChrystal the forces he needs to do the job." ★

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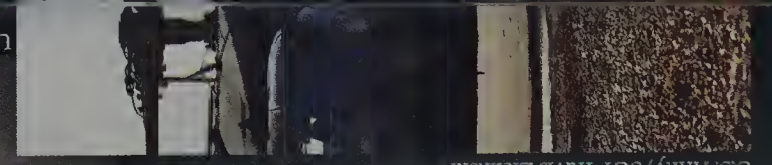
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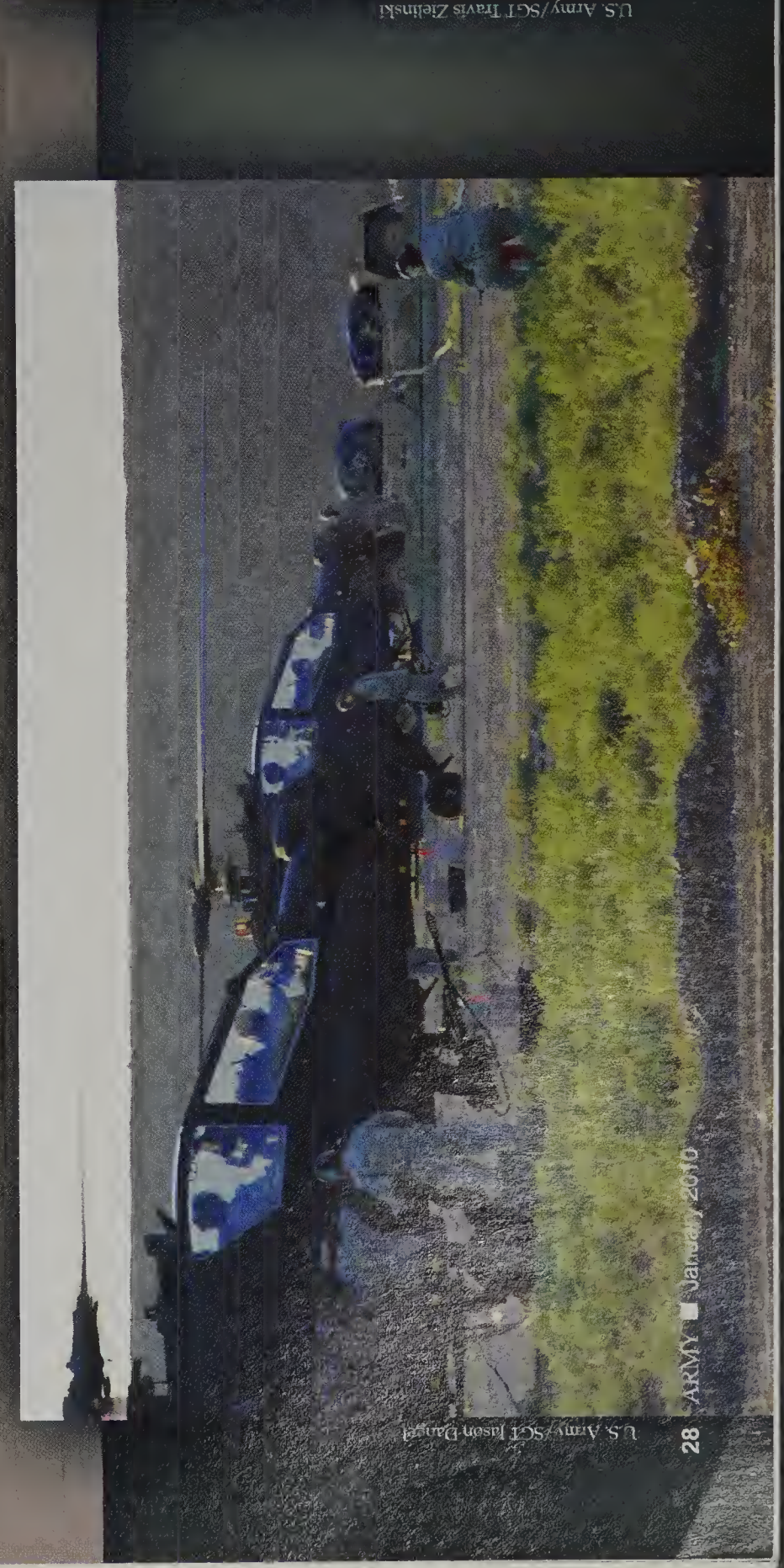
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U.S. Army/SSG Mike Alberts



U.S. Army/SFC Andrew Kosterman



U.S. Army/SSG Mike Alberts

Aviation Update



By Scott R. Gourley

Four of the U.S. Army's senior aviation leaders, frequently dubbed the Four Horsemen, used the 2009 AUSA Annual Meeting to offer an update on the myriad recent accomplishments, ongoing activities and remaining challenges within Army Aviation.



CWO Bert Shober, Company B, 3rd Battalion, 82nd Aviation Regiment, flies close behind a CH-47F Chinook helicopter during a mission in Uruzgan Province, Afghanistan.

U.S. Army/SSG Aubree Rundle

Panel members included: MG James O. Barclay III, commanding general, U.S. Army Aviation Center of Excellence, Fort Rucker, Ala.; MG James R. Myles, commanding general, U.S. Army Aviation and Missile Command, Redstone Arsenal, Ala.; BG William T. Crosby, program executive officer, Aviation, Redstone Arsenal; and BG Walter L. Davis, director, Army Aviation, Office of the Deputy Chief of Staff, G-3/5/7, U.S. Army, Washington, D.C.

MG Barclay opened the update, noting, "Our branch continues to support the Army force generation effort in managing our aviation forces—those that are currently engaged in the warfight, those that are about to go over and those that are engaged in training."

In positioning the branch to meet both near- and long-term future commitments to warfighters, MG Barclay pointed to a number of supporting activities in the training base. "Part of that is growth at the Aviation Center, where we're going to have an increase in the next two years to about 300 students in fiscal year (FY) 2012. And that growth in training equates to a growth in airframes coming to Fort Rucker, which in turn equates to things like more maintenance at Fort Rucker," he said.

MG Barclay credited recent funding increases for the enhanced training environment, explaining, "This year we were given more dollars than we expected. The Secretary of Defense gave Fort Rucker—just the training side alone—a little more than $400 million. That money ... [will] ensure that we will meet the increased student numbers by FY 2012. It will be used to build more classrooms, hangars, ramp space—the Army is helping me bring in about 24 more Apaches and 24 Black Hawks to Fort Rucker to handle this increase in training."

"We had a 'training bubble' ... between initial entry and advanced aircraft," he continued. "We had up to 800 students sitting there, some of them waiting as long as six months to go into advanced aircraft. We're going to reduce that now."

At the same time that the branch is conducting its combat mission sets and incorporating these training enhancements, additional materiel efforts are being directed toward continued fielding of two new platforms—the "Mike" model UH-60 Black Hawk and "Foxtrot" model CH-47 Chinook—as well as the recent Apache Block III limited user test and subsequent milestone decisions for that program early this year.

"What's important is that our senior leaders are very supportive of us, both within the Army and at the Office of the Secretary of Defense," MG Barclay said. "They understand the importance of what our branch brings to the warfight, and we've had their continued support, whether it's through funding or initiatives that [support] increased training of students. It's good to have the support of all the senior leaders."

MG Barclay noted that many aspects of future Aviation branch activities will also be affected by Aviation Study II, which was completed last fall.

"This study looks at several different parts of the Aviation branch and how we fit into the Army's ARFORGEN [Army force generation] model and rotational model," he said. "At this time, we can't talk about all of the aspects of the study because they have not been approved, but there are a few things."

As one early example, he highlighted the fact that "the Chief of Staff of the Army did approve the formation of the

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Scott R. Gourley, a freelance writer, is a contributing editor to ARMY.

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The Sky Warrior-Block 0 unmanned aerial system.

General Atomics Aeronautical Systems, Inc.

12th Combat Aviation Brigade. We're going to field that brigade in the next 12 to 18 months. That brigade is coming from existing force structure and aircraft within the active Army." Other aspects of the study address strategies and plans for the future employment of unmanned aerial systems (UAS).

While Aviation Study II reportedly avoided focusing on specific platforms, airframe issues are being addressed by an ongoing analysis of alternatives being conducted in the aftermath of the armed reconnaissance helicopter (ARH) program cancellation.

"We should get the first information on that analysis of alternatives in the April/May time frame," said BG Crosby. "From that, we'll start formulating and costing out programs. We will apply the reality check of what's affordable because we understand the budget crunch that's coming."

The ARH cancellation also provided impetus for a number of ongoing activities surrounding the OH-58D Kiowa Warrior. Citing efforts to standardize airframe configurations across the Kiowa fleet, BG Crosby said, "We're applying what we call Life Support 2020. The biggest effort of this is dealing with obsolescence—it's a joint effort between MG Myles and myself—to deal with the ability to sustain. We had not bought any Kiowa combat replacements, anticipating that ARH would be fielded. Since that is not happening, we are now going to convert some [OH-58A] Alphas and [OH-58C] Charlies to an [OH-58D] Delta model configuration to replace those because they're going to be around a lot longer than we thought."

"This is the highest operational tempo aircraft that we have, both in Iraq and Afghanistan," added MG Myles, quantifying the figure at 85 hours per aircraft per month in both theaters. "It's an aircraft we had planned on taking out of the inventory. But we have moved that time out multiple years to the right, and we have to find a way to sustain it."

"This is a really good strategy that we have for keeping capabilities in the fight," BG Davis said. "We know that we're going to provide the best capability to the crews that are operating and maintaining these aircraft."

Although BG Crosby characterized some of the Kiowa Warrior modernization efforts as "a band-aid," he noted that a potential second phase of OH-58D enhancements could involve some sort of service-life extension program, adding, "We put that on hold pending the analysis of alternatives."

Reiterating that the analysis is not platform specific, but rather designed to look at capability gaps, MG Barclay explained that the analysis is also looking at manned/unmanned interaction from the broadest perspective. "What



The crew of a UH-60 Black Hawk from 3rd Assault Helicopter Battalion, 227th Aviation Regiment, 1st Air Cavalry Brigade, 1st Cavalry Division, scouts for a landing zone during dust qualification training at Camp Beurhing, Kuwait.

U.S. Army/SGT Travis Zielinski



U.S. Army/SFC Dan Carr

Left, soldiers from the 277th Aviation Support Battalion unload OH-58D Kiowa Warrior helicopters from a C-130 at Contingency Operating Base Speicher, Iraq.



U.S. Army/Robin Cofer

Below, Apache helicopters outfitted with Video from Unmanned Aircraft Systems for Interoperability Teaming Level II (VUIT-2) have a VUIT interface panel (left) and a VUIT power panel (right) for operating the system.

is the most perfect combination [of manned and unmanned platforms]?" he asked rhetorically. "We may need a mixture. We don't know. That's what this analysis is going to tell us. We're on a pretty aggressive timeline to turn this thing around in the spring."

While some decisions are awaiting that analysis, other activities are under way to ensure that Army Aviation continues to support warfighter needs. In terms of facilitating manned and unmanned interaction, for example, MG Barclay noted the success of the first Apache battalion to be fielded with Video from Unmanned Aircraft Systems for Interoperability Teaming Level II (VUIT-2), a capability that could also be part of a future OH-58D enhancement. "With UAS, this is a new era," he said. "We're learning a lot. Every day we're learning new techniques, tactics and procedures. And then we want to apply that to what we want to put on platforms."

Calling it a next-generation system, BG Crosby said that the Army's Aviation Applied Technology Directorate is looking at putting VUIT-2 capabilities into a smaller package. "Space, weight and power are always very critical to us. Since technology advances so fast, we are looking at making [VUIT-2] smaller so that it will fit on Kiowa. And then, hopefully, we could go back and retrofit it into upgraded Apaches," he said.

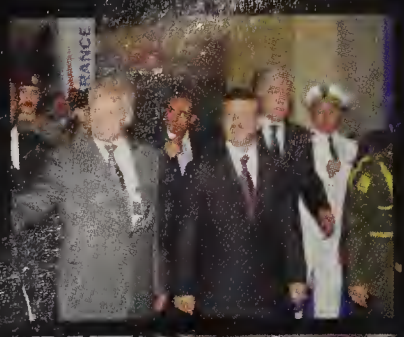
Another ongoing development identified by MG Myles involves placing the Griffin precision-guided munition, originally developed for the special operations community, on Army UAS platforms.

While all panel members seemed to agree that current funding levels are good in the near term, MG Myles offered a note of caution for the future. "What happens when Congress reduces the supplementals?" he said. "How do we see ourselves going from supplemental [funding] to a base [funding] only, and how does that happen?"

Summarizing the activities across Army Aviation over the past year, MG Barclay said, "We've been pretty busy. Army Aviation knows its part in the warfight. We know we are needed by the ground soldiers to support their daily requirements, whether it's in direct combat, combat support or combat service support of bringing in supplies and delivering troops. And that's our focus: ensuring that we can meet those requirements of ground commanders in both theaters."

"If you look across our branch and at what we've accomplished in the past year, I couldn't be prouder of Aviation branch personnel, those who wear the uniform and also the civilians and contractors," MG Barclay concluded. "Without this team, we wouldn't be able to pull off everything we have to do for our Army." ★

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Leading The Army's UAS Synchronization Efforts



U.S. Army/PFC Kelly LeCompte

By COL Christopher B. Carlile

The appearance of unmanned aircraft systems (UAS) in the mid-1990s brought unmanned aerial vehicle technology to the forefront as an essential capability to accomplish intelligence, surveillance and reconnaissance missions and provide actionable intelligence to the tactical commander. Since then, the roles, missions and numbers of UAS have continued to expand at unprecedented rates.

Army UAS are in very high demand by the soldiers who employ them. These systems serve as the forward eyes of commanders making critical decisions and of soldiers maneuvering in the battlespace.

SGT Tesha Rudick, with the 1st Cavalry Division, completes final checks in preparation for launching a Shadow unmanned aircraft from Camp Taji, Iraq.



U.S. Army/Robert Alongi

LTC Michael Brown, right, Hellfire missile product manager, and his assistant, MAJ Kirk Ringbloom, visit Bagram Air Base, Afghanistan, to gather feedback on the use of the missile with unmanned Army aircraft.

To date, Army tactical unmanned aircraft (all systems) have flown more than 910,000 total flight hours, 88 percent in support of combat operations in Iraq and Afghanistan. The Army's broadening UAS applications now include the acquisition and engagement of targets across the full range of military operations.

Establishing the Army UAS CoE

In June 2003, the Army Vice Chief of Staff approved the formal transfer of unmanned aircraft systems to the U.S. Army Aviation Center at Fort Rucker, Ala. To facilitate the integration of UAS throughout the Army, the Aviation Center established the office of the Training and Doctrine Command (TRADOC) System Manager for UAS (TSM-UAS). In 2005, the Army developed its concept for the Army Unmanned Aircraft Systems Center of Excellence (UAS CoE). TSM-UAS was then changed from a "systems" manager to a "capabilities" manager while working Army UAS issues. The Army formally recognized the UAS CoE when TRADOC issued the development directive in March 2007. The U.S. Army Aviation Center of Excellence (USAACE) opened its new headquarters at Fort Rucker in 2008.

The commanding general of USAACE issued a development directive to the Army UAS CoE in July 2009 that includes 10 critical tasks:

- Develop a flexible, coherent, comprehensive and actionable UAS strategy for the Army.
- Synchronize the efforts of all UAS-related issues that support current, emerging and future forces.
- Serve as the executive agent for the Army UAS board of directors.
- Chair TRADOC's directed monthly UAS board working group to inform, support and facilitate the development of the UAS concept capabilities plans, capability documents and the DOTMLPF-P (doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy) change requirements.
- Coordinate with the Joint Unmanned Aircraft Systems Center of Excellence, DoD, Office of the Secretary of Defense (OSD), and other agencies to facilitate interoperability and system integration.
- Develop and implement the Army's UAS strategic communications plan.
- Represent the Army on national airspace integration, joint command and control, and spectrum-management issues.
- Represent the Army on the OSD's UAS task force integrated process teams.
- Participate as required in Army UAS accident and mishap investigations, joint UAS experiments, exercises, simulations and studies.
- Represent the Army to joint, coalition and other U.S. government and nongovernment agencies.

Today the UAS CoE is the Army UAS proponent, providing intensive integration and coordination within all Army, joint and DoD institutional and operational agencies. The Army UAS CoE reports directly to the USAACE Capability Development and Integration Directorate and serves as the proponent and integrating agency for all Army UAS strategy and policy.

Structure and Staff

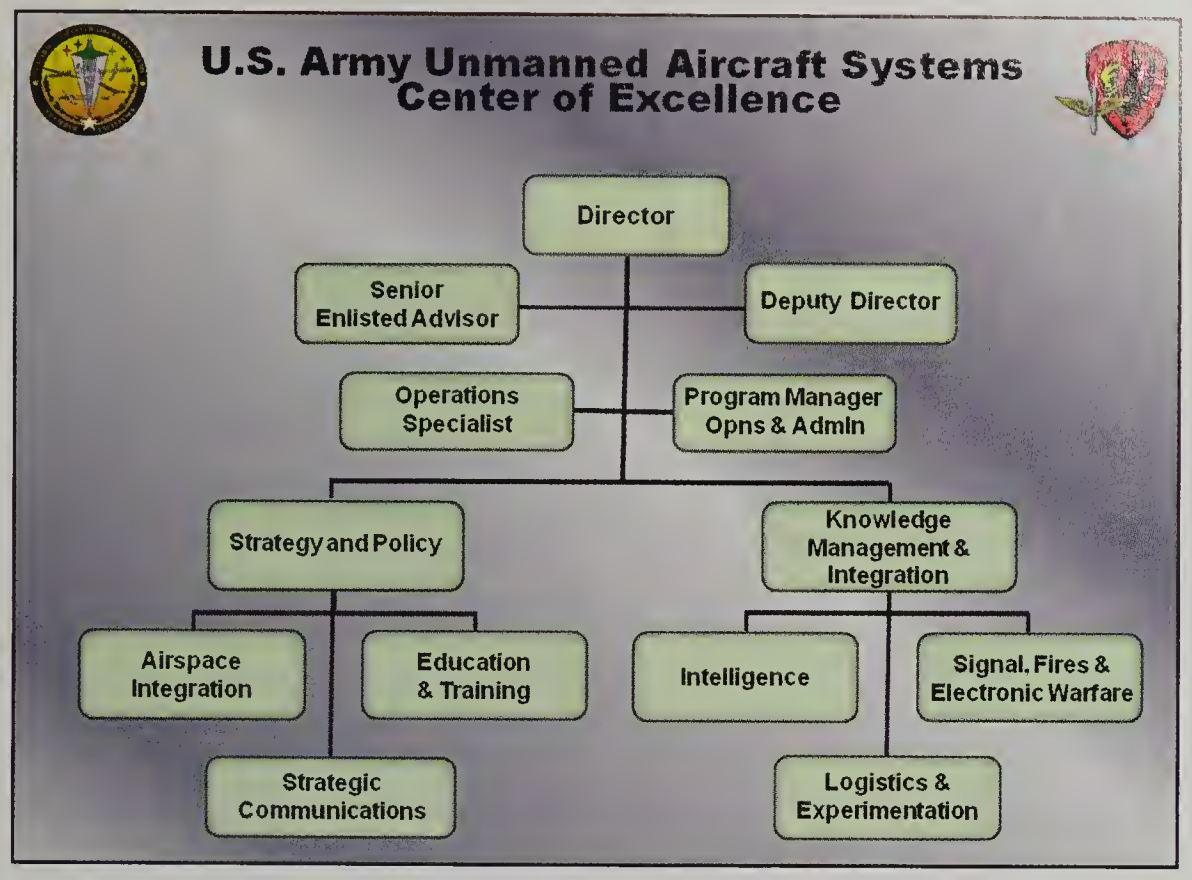
The UAS CoE mission statement is to provide: "integration and coordination with all Army organizations, the joint services, and other Defense Department agencies to achieve the U.S. Army UAS strategy that includes concepts for current, emerging and future UAS interoperability with all manned and unmanned systems."

The Army UAS CoE is composed of dedicated professionals who bring a broad wealth of knowledge, skills and

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COL Christopher B. Carlile is the director of the U.S. Army Unmanned Aircraft Systems Center of Excellence at Fort Rucker, Ala. He is a master Army aviator and a graduate of the U.S. Air Force Air War College at Maxwell Air Force Base, Ala.

experiences in their respective areas of expertise. The headquarters element includes the director; the senior technical advisor, who also serves as the deputy director; a senior enlisted advisor; a program manager for operations and administration; and an operations specialist. The strategy and policy (S&P) branch has specialists in airspace integration, education and training, and strategic communications. The knowledge management and integration (KM&I) branch includes intelligence; signal, fires and electronic warfare; and logistics and experimentation experts. Each staff member serves as a point of contact for the Army UAS CoE to a variety of working groups in the UAS community of practice (CoP).



The *deputy director* is the senior technical advisor responsible for assisting the director with management of Army UAS initiatives, objectives and actions; he serves as a liaison between the UAS CoE and the other UAS community stakeholders. The *senior enlisted advisor* brings a wealth of tactical and field knowledge and experiences from the UAS operator and maintainer occupational specialty, providing the director and staff with a current user perspective. The *program manager* is the senior member of the contractor support staff and works closely with the director, deputy director and senior enlisted advisor to capture objectives and priorities; he then translates these items into actionable tasks for the staff. The *operations specialist* supports the staff with administrative and travel support, file and document management, meeting and conference planning, preparation and archiving of briefings and trip reports, and maintenance of organizational property and equipment hand receipts.

Strategy and Policy

The strategy and policy branch develops coherent and sustainable strategies, fostering development of concepts for current UAS interoperability with all manned and unmanned platforms. S&P also supports existing warfighter issues in UAS integration into joint and Army force structures, battlefield operating systems and knowledge management systems.

This branch is staffed to integrate UAS capabilities into the live, virtual and constructive domains; coordinate and integrate UAS efforts, initiatives and interoperability with other Army branches, service components, and DoD and OSD agencies; provide expertise on airspace integration and joint command-and-control issues; and assist with strategic communication engagements. The *S&P manager* leads the branch, being dual-hatted as the current contingency operations (CONOPS) lead, and is responsible for coordination and synchronization of all current operations work, plans of action, milestones and updates.

The *education and training analyst* provides education and training support, works on the human element working group in the UAS CoP, and participates in manpower and personnel integration and systems safety working groups. The education and training analyst also provides training-qualification expertise to assist with UAS operations in the national airspace system (NAS) and participates with the OSD UAS Task Force (TF) Standards and Interoperability integrated process team (IPT). The *strategic communications section* supports our communications and public education efforts by developing engagement strategies and working in conjunction with Army public affairs and sister organization Strategic Command staffs.

The *airspace integration subject-matter expert* (SME) coordinates and works all airspace-specific issues for the UAS CoE and represents the Army in all UAS airspace initiatives with UAS stakeholders. The airspace SME participates with the OSD UAS TF Airspace Integration IPT for unmanned aircraft systems operations in the NAS.

Knowledge Management and Integration

The KM&I branch develops coherent and sustainable UAS strategies as well as relevant and responsive concepts for emerging and future UAS interoperability with all manned and unmanned platforms. The branch coordinates the integration of UAS concepts, integrates DOTMLPF-P solutions to resolve or mitigate capabilities gaps, assesses UAS capabilities through collaborative capability-based assessments, integrates UAS concepts and solutions to support larger aviation concept capability plans, and synchronizes multiple enterprises to achieve coherent and enduring Army UAS strategies.

The *KM&I manager* leads the branch and the future CONOPS; he is responsible for the coordination and synchronization of all futures work, plans of action, milestones



U.S. Army/SPC Mike MacLeod

SPC David Brown, a forward observer with the 82nd Airborne Division, hand launches a Raven tactical air vehicle for a surveillance mission in Iraq.

and updates. A critical aspect of his duties includes the unit information assurance function and assisting the developing and maintaining of the KM system and professional forums to use existing Army framework and tools to capture and populate data.

The *signal, fires and electronic warfare SME* provides concepts and employment analysis, provides deployment and refinement support for all manned and unmanned teaming operations concepts, and serves as the joint command-and-control and spectrum analyst. He serves as the point of contact to the communications architecture working group, the weapons system platforms working group and the Army spectrum management workshops. He participates with the OSD UAS TF Frequency and Bandwidth IPT and the TF Payloads and Sensors IPT.

The *intelligence analyst* contributes knowledge of the intelligence community for working Army doctrine and training for UAS systems. He provides continuity for military intelligence applications of UAS to perform intelligence, surveillance and reconnaissance; he leads the horizontal and vertical integration across several branches that include applications such as tasking, processing, exploitation and dissemination.

The *logistics and experimentation expert* provides capabilities and requirements support, including experimentation; supports the instrument landing system working group; participates in UAS battle lab experiments; and works with the OSD UAS TF Research and Engineering IPT.

Synchronizing Army UAS Efforts

The Army UAS CoE uses several venues and tools to synchronize the UAS CoP, which includes networking stakeholders, collaborating efforts and enhancing knowledge management.

■ The Army UAS board of directors is composed of 22 stakeholder organizations from across the Army, and its corresponding working group (WG) is the most enduring of these venues. The WG is the action body for the UAS board and collaborates monthly via teleconference to address issues and ongoing actions, while the formal UAS board convenes periodically to provide updates, share information and obtain strategic guidance from Army senior leaders. The WG provides the synchronization and synergy for unity of effort.

■ The UAS CoE knowledge network is a web-based tool designed to enhance and facilitate the situational understanding of Army unmanned aircraft systems in a collaborative environment. The UAS CoE has established its knowledge network using an Army Knowledge Online single sign-on protocol and is accessed through the Aviation Warfighters' Forum knowledge network. The UAS CoE is located online at https://www.us.army.mil/suite/grouppage/104092.

■ The UAS Professional Forum on the Battle Command Knowledge System (BCKS) is available to enhance working collaboration and the exchange of information. This forum provides an open environment for the professional discussion of UAS topics; it can be accessed through the BCKS Aviation Net, which is linked to both the Aviation Warfighters' Forum and UAS CoE knowledge network.

■ The Army UAS CoE organizes and hosts the UAS working group at the semiannual Aviation Synchronization Conference, which brings the UAS CoP together. This gathering of UAS stakeholders allows for in-depth collaboration in the development of recommendations and solutions to unique UAS issues in our Army.

Building the Army's UAS Strategy

The Army UAS CoE is leading the synchronization effort to write an informative, comprehensive and actionable UAS strategy for the Army, nested under the OSD unmanned systems roadmap. The draft Army UAS strategy currently covers 2010–2035 and has an anticipated dissemination to the rest of the Army in early April.

Army unmanned aircraft systems are the "Eyes of the Army," born out of necessity to reduce soldier risk and to protect the force. The focus of all Army UAS efforts is to support soldiers on the ground and to provide them with the best available information whenever and wherever needed. For more information on the Army's Unmanned Aircraft Systems Center of Excellence, visit www.rucker.army.mil or call (334) 255-0836, DSN: 558-0836. ★

Army Special Operations Aviation:

THE LEGACY OF A DISASTER



Bettmann/Corbis

By BG Raymond P. Palumbo

The high quality of today's special operations forces (SOF) was born out of failure nearly three decades ago. As the United States faced off against the Soviet Union at the peak of the Cold War, an undetected void in our military arsenal was dramatically exposed in 1980 when our military failed to rescue 53 Americans held hostage in Iran. On a barren stretch of desert now infamously known as Desert One, Operation Eagle Claw ended in tragedy with the death of eight servicemembers, the destruction of several aircraft and the embarrassment of a nation: The cobbled-together task force of daring men and expensive machinery couldn't deliver what the country needed.

The wreckage of an American helicopter lies on the desert floor after Desert One, an aborted attempt to rescue 53 American hostages in Iran in 1980. The helicopter collided with a C-130, killing eight servicemembers.

This nation has a history of never being ready to go to war. We didn't do it in World War II. We didn't do it in Korea, and we didn't do it here. I keep a photo of the carnage that night to remind me that we should never confuse enthusiasm with capability.

Eight of my comrades lost their lives. Those of us who survived knew grief and we knew failure, but we committed ourselves to a different future.

—GEN Peter Schoomaker,
Veteran of Desert One,
On Its 25th Anniversary, April 2005

The Chairman of the Joint Chiefs of Staff chartered an independent commission—later known as the Holloway Commission—to examine all aspects of the failed mission. The commission's findings were the seeds that eventually grew into the magnificent capability we depend on today, known as Army Special Operations Aviation (ArSOA). The question now is: Do we have a similar void in our current arsenal by not having enough—or the right kind—of rotary-wing aviation to meet our nation's security requirements?

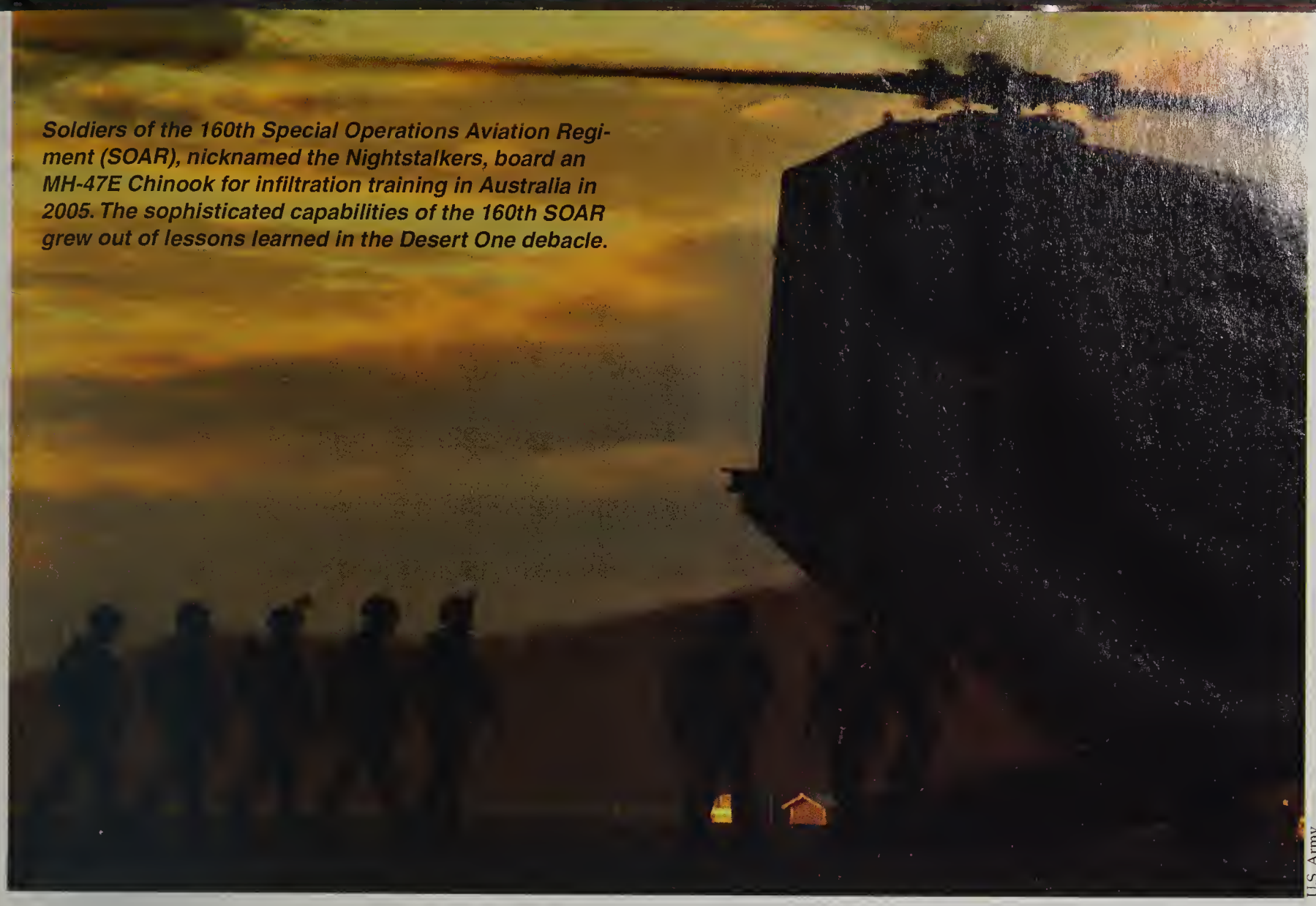
Most experts will agree that the security environment we find ourselves in today will continue into the foreseeable future. The irregular threats that confront our nation in current battle zones in Iraq, Afghanistan and other hot spots around the globe require forces that can respond, fight and win at any point along the spectrum of conflict. Combatant commanders frequently depend on Army SOF such as Green Berets, Rangers, civil affairs and psychological operations teams. The tempo of Army SOF has never been higher, and the future promises no relief. By extension, demand for ArSOA support to its ground SOF brethren—including joint teammates such as the Navy SEALS, the Air Force Combat Controllers and pararescuemen, and the ranks of Marine Corps special operations—has never been greater. Consequently, a dangerous gap has begun to develop between legitimate ground SOF requirements and ArSOA's capacity to support them. A quick review of the aftermath of Desert One is instructive.

The Holloway Commission offered a professional critique of the failed rescue operation and provided analysis and recommendations on 23 critical issues. Many of these issues involved inadequacies of the helicopter task force. The commission acknowledged that the aircrews were asked to "achieve a special-mission capability requiring flight regimes never achieved by any helicopter force in the world." The commission prescribed the need for a dedicated helicopter organization, one that would be capable of deploying on short notice to crisis spots around the globe and successfully performing high-risk missions in support of national security objectives. According to the report, such a unit must have aircrews and aircraft that could operate at the very limits of human and equipment performance. The most obvious place in the Department of Defense to find the building blocks for such a force was the U.S. Army.

The Army's leadership responded to the immediate challenge by pulling together personnel and equipment to form Task Force 160 at Fort Campbell, Ky. Its mission was simple: prepare to execute a second rescue operation. The aircrews began training in earnest, pushing the very limits of night-flying techniques and night-vision technology. The negotiated release of the hostages in January 1981, however, abruptly eliminated the need for a second rescue attempt. Nevertheless, the Army's leadership, mindful of the Holloway Commission's findings, acknowledged the need for a permanent, specialized rotary-wing organization. In 1982, Task Force 160 was officially designated the 160th Aviation Battalion and became a standing aviation unit on the Army's books. Over the ensuing decades, the battalion would evolve into the world's most sophisticated and capable helicopter organization—the 160th Special Operations Aviation Regiment (160th SOAR), nicknamed the Nightstalkers.

Since its humble beginnings in the early 1980s, the 160th SOAR has played a prominent role in nearly every real-world military operation prosecuted by the U.S. government. The increasing demand for ArSOA by the regional combatant commanders drove incremental organizational growth in the 160th SOAR. In partnership with the U.S. Special Operations Command (SOCOM), the Army eventually expanded the 160th SOAR to incorporate a second battalion at Fort Campbell, a third battalion at Hunter Army Airfield, Ga., and a fourth battalion at Fort Lewis, Wash. To generate and sustain this growth without jeopardizing its standards of quality, the unit had to do several fundamental things: institutionalize the capacity to recruit soldiers from the ranks of the Regular Army, form its own schoolhouse to train its aircrews and support personnel, and develop its own capability to find and integrate state-of-the-art technologies into its highly sophisticated helicopter fleets. It did this mostly by cutting manpower and equipment from its operational force, a sign that there was little appetite to expand any further.

BG Raymond P. Palumbo, the deputy commanding general of U.S. Army Special Operations Command, commanded at the company level in the 160th SOAR (A) and later commanded the 12th Aviation Brigade during Operation Iraqi Freedom.



Soldiers of the 160th Special Operations Aviation Regiment (SOAR), nicknamed the Nightstalkers, board an MH-47E Chinook for infiltration training in Australia in 2005. The sophisticated capabilities of the 160th SOAR grew out of lessons learned in the Desert One debacle.

U.S. Army

Then, we didn't recognize the void until we failed; today we clearly see the void and have the opportunity to fix it before we fail. Tackling this problem now, before it becomes untenable, will avoid allowing disaster to become our destiny.

Flash forward to 9/11. The terrorist attacks on that day and the largely irregular campaigns that followed generated an immediate and significant demand for SOF by the regional combatant commanders. In response, the Army and SOCOM grew its formations of Rangers, Green Berets, civil affairs and psychological operations. In addition, SOCOM grew its Navy SEAL, Marine Corps special operations and Air Force special operations capacities. This increase in joint SOF capability naturally called for a corresponding increase in ArSOA. Due to its high cost, however, ArSOA realized only moderate growth over the same period and has, therefore, not kept pace with requirements levied by the combatant commanders.

To compensate for the lack of ArSOA, theater commanders have habitually turned to conventional aviation to support ground SOF operations. Unfortunately, this comes at a time when conventional aviation itself is in short supply. Robert Martinage, a senior fellow at the Center for Strategic and Budgetary Assessments, briefed the House Committee on Armed Services in March 2009, stating that in Iraq and Afghanistan alone, "conventional Army aviation units have routinely provided lift support for about two-thirds of SOF ground units. In Afghanistan, nearly 50 percent of the lift requests to support Joint Special Operations Task Force-Afghanistan operations have been unmet in recent years." Martinage's comments and the conclusions of several studies conducted by the Department of Defense underscore the need for more rotary-wing capacity to support both SOF and conventional forces.

The challenge our Army and SOCOM leaders face today is broader than the one faced in the aftermath of Desert One. Back then, the weak link in our rotary-wing arsenal was singular—the absence of a special helicopter force. The issue was studied, a solution was identified and the problem was solved. Today's challenge is not that simple. SOF requirements will continue to exceed the capacity of ArSOA, and the same argument can be made on the conventional side. The fact that helicopter operations are an expensive commodity makes any decision to grow our fleets difficult, particularly that of ArSOA. This is especially challenging in light of the world economic crisis, the administration's focus on health-care reform, and the financial strain of two wars. There is a difference, however, between what leaders faced after Desert One and what we face today: Then, we didn't recognize the void until we failed; today we clearly see the void and have the opportunity to fix it before we fail. Tackling this problem now, before it becomes untenable, will avoid allowing disaster to become our destiny. ★

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Field Manual 3-07.1 *Security Force Assistance*

Developing Foreign Security Forces In the Era of Persistent Conflict



U.S. Army/SPC Mike MacLeod

By LTC Joshua J. Potter, MAJ Jon Klug and **CPT Nathan K. Finney**

Paratroopers with Company C, 1st Battalion, 504th Parachute Infantry Regiment, 82nd Airborne Division, brief Iraqi soldiers with the reconnaissance platoon of the 8th Brigade, 3rd Division, before an October exercise in Anbar Province, Iraq. The paratroopers belong to the Army's first organic advise-and-assist brigade supporting the mission of security force assistance in Iraq.

U.S. military forces are increasingly supporting the defense and development of foreign partners. While many of these partners are sovereign nations and their security forces, they also include alliances, coalitions and regional organizations. The nature of U.S. military support to these partners varies widely, but a vital aspect of this support is advising and assisting partner security forces, also known as security force assistance (SFA). This support will be an enduring strategic requirement for the Army.

Until recently, Army structure and doctrine had only loosely incorporated and codified the lessons learned from previous



U.S. Army/SSG Brandon Aird

Paratroopers from Headquarters and Headquarters Troop, 1st Squadron, 91st Cavalry Regiment (Airborne), back up Afghan National Army soldiers crossing the Gowerdesh Bridge during Operation Mountain Highway II in Nuristan Province, Afghanistan, in April.

experience when working with foreign security forces (FSF) and the transitions of responsibility for the safety and security of the indigenous population. Less than a year ago, the bulk of combat advising operations was conducted by small, ad hoc teams who received little training in counterinsurgency, advising FSF units or influencing FSF counterparts.

The training institutions preparing teams of combat advisors spent approximately 80 percent of their predeployment training on force protection and sustainment tasks, rather than preparing them to succeed as advisors. Although some excellent materials for military historians and practitioners exist, the lessons were taught as anecdotal evidence of stability operations, rather than as a core mission of an Army unit. Responding to the U.S. commanders in the field currently partnering with the Iraqi security forces and the Afghan national security forces in support of the conflicts in their respective countries, the Army recognized the need to institutionalize these lessons into a coherent guide for conducting operations by, with and through the FSF.

In order to support military forces conducting these advise-and-assist missions, which are designed to improve and professionalize foreign security forces, GEN Martin Dempsey, commanding general, Training and Doctrine Command, directed the Combined Arms Center at Fort Leavenworth, Kan., to produce a manual that captured practices in advising foreign security forces, including current practices in Iraq and Afghanistan, those learned in previous wars, and those conducted by conventional and special operations forces outside of armed conflicts. To accomplish this, a writing team of various stakeholders and experts on security force assistance was formed.

The organizations represented included advisor trainers at the 1st Infantry Division's Foreign Security Force Training Mission (FRTM) at Fort Riley, Kan.; the Joint Center for International Security Force Assistance; the Combined Arms Doctrine Directorate; the John F. Kennedy Special Warfare Center and School; the U.S. Army/U.S. Marine Corps Counterinsurgency Center; the Center for Army Leadership; the Combined Arms Support Command and the Army Capabilities Integration Center. Studying similar security force assistance missions undertaken on numerous occasions throughout the Army's history, the participants drew on a wealth of knowledge, experience and documentation in crafting Field Manual (FM) 3-07.1 *Security Force Assistance.*

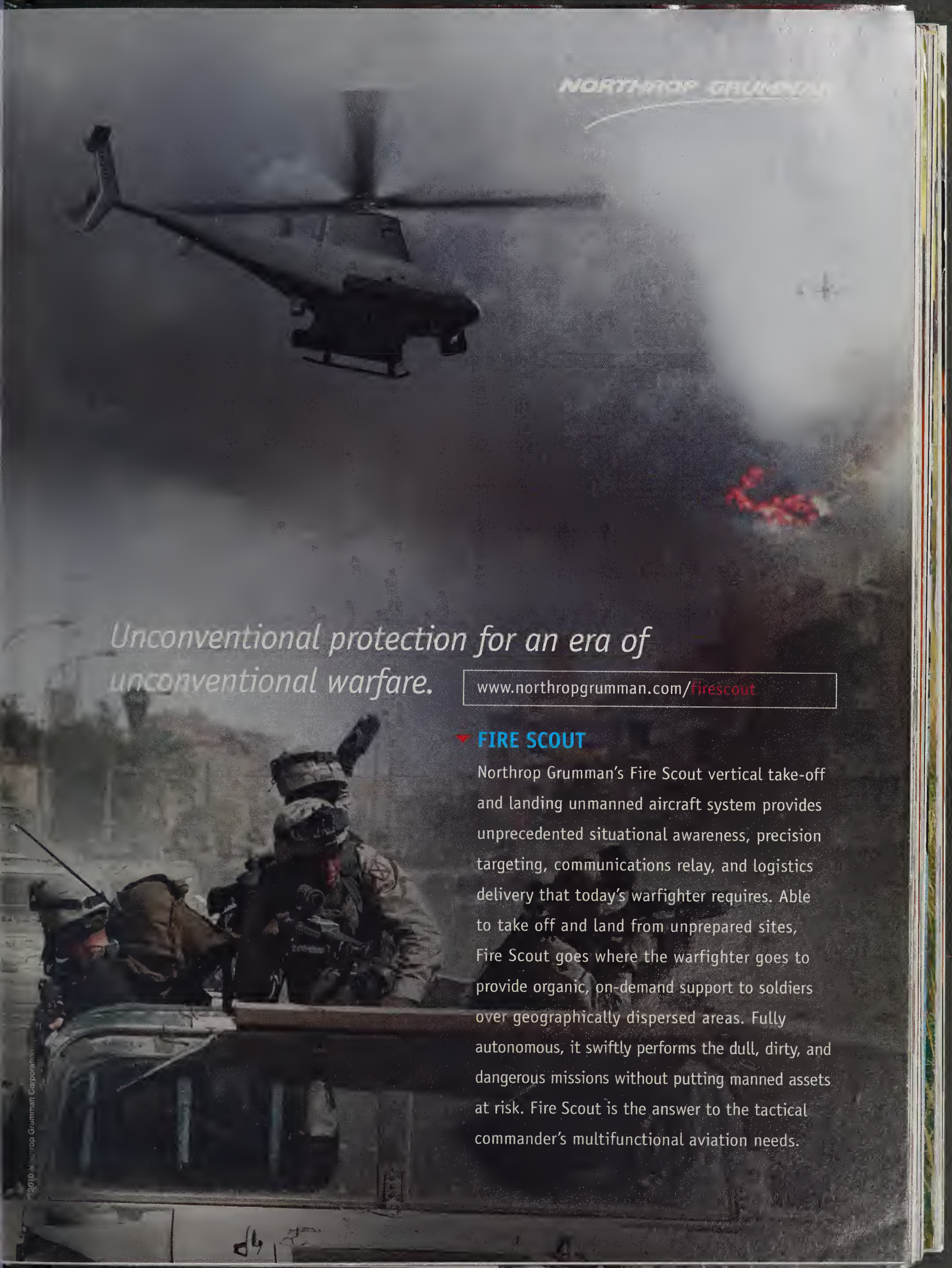
In creating the manual, the writing team built upon concepts codified in previous doctrine, including developing host-nation security forces and security force assistance. These concepts, which detail activities and tasks necessary to successfully train foreign forces to provide their own security—and thereby further U.S. and Coalition counterinsurgency and stability operations—were expanded using lessons learned as well as new concepts developed by the Army since previous publication.

The starting point for the manual was the definition of *security force assistance* in FM 3-07: "the unified action to generate, employ and sustain local, host-nation or regional security forces in support of a legitimate authority." Security force assistance is itself a stability task that is part of the FM 3-0 construct of full spectrum operations.

That security force assistance is a stability task has caused some confusion: Security force assistance builds partner capacity. If assistance does not build the FSF's capacity, that assistance is not SFA. Thus units assisting foreign security forces may be conducting offensive tasks, defensive tasks, the stability task of security force assistance or other stability tasks. Supporting another military unit is not the same as security force assistance. For example, a U.S. Army brigade supporting another U.S. Army brigade is clearly not providing security force assistance; it is providing support.

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*LTC **Joshua J. Potter** is a civil affairs officer currently serving as the division G-9 (civil-military officer) and course developer/chief instructor with the Directorate of Cultural Influence and Counterinsurgency, 1st Infantry Division. **MAJ Jon Klug** is a doctrine author at the Combined Arms Center, Fort Leavenworth, Kan. He is the lead author for Field Manual 3-07.1* Security Force Assistance. ***CPT Nathan K. Finney** is a strategic plans and policy officer assigned to the Combined Arms Doctrine Directorate at Fort Leavenworth, where he was the supporting author of FM 3-07.1.*



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A key distinction is if the unit conducting SFA is a "landowning" unit. For example, a landowning brigade combat team (BCT) may conduct SFA in addition to other offensive, defensive or stability tasks. On the other hand, a BCT that is not landowning may only be specifically tasked to conduct security force assistance, but it must retain the capability to conduct offensive and defensive tasks, such as maintaining a quick reaction force.

While conducting a security force assistance mission, the modular brigade retains its inherent capability to conduct full spectrum operations and, if necessary, operate across the spectrum of conflict. While conducting security force assistance, the brigade might also be conducting offensive, defensive and stability operations, each to a degree commensurate with the operational environment. Chapters 2 through 6 of the manual provide this information to the force by focusing on the BCT level. These chapters offer a framework for security force assistance as well as considerations for the BCT's operations process, augmentation of the modular brigade for security force assistance, unit employment and sustainment.

SFA is an important factor in the primary stability tasks of establishing civil security and civil control. By building up indigenous security forces, U.S. personnel assist them in "securing the lives of local civilians from the violence of conflict and restoring the territorial integrity of the state … [to] stabilize the security environment." This can include rebuilding or creating a legitimate military to counter external threats, training and equipping local police forces to establish civil control or establishing a border force to enforce state sovereignty.

SFA is conducted across the spectrum of conflict, from stable peace to general war. For example, it might focus on improving the security forces of a host nation that is currently under no immediate threat, on paramilitary forces to counter an insurgency or on advising foreign security forces in major combat operations against an external threat. Security force assistance can occur in any operational theme, though it is most common in irregular warfare, peace operations or peacetime military engagement operational themes; it is not an operational theme in itself.

It is normally part of a larger security-sector reform effort, but other instances of security force assistance are tied not to reform, but to building partner capacity. When it is part of a larger security-sector reform, military forces are just one segment of a whole-of-government approach (including other governmental agencies such as the Departments of State, Homeland Security and Justice), with the military possibly playing a supporting role to one of the civilian agencies. Chapter 1 of the manual discusses these issues, focusing above the BCT level and providing the overall doctrinal context for security force assistance, including how it fits within the taxonomy of military operations.

Security force assistance builds our multinational partners' capability to defeat regular, irregular and hybrid threats prevalent in current operations. Over time, U.S. forces and partner foreign security forces collectively set the conditions to defeat common threats and ultimately achieve strategic success. FM 3-07.1 addresses this by providing the force with common characteristics and considerations for conducting SFA and by clarifying what units and individual advisors must understand to work "by, with and through" their counterparts.



U.S. Army/SPC Elisebet Freeburg

U.S. Army soldiers of 1st Battalion, 4th Infantry Regiment, accompany Afghan national police officers and Afghan National Army soldiers on a mission to meet with village leaders in the Deh Chopan district of Zabul Province, Afghanistan.

Every situation involving security force assistance is unique, and forces conducting these operations must thoroughly analyze the operational environment. This means that units and advisors conducting security force assistance must be highly adaptive and led by well-informed, culturally astute leaders.

The two pillars of SFA are the modular brigade and soldiers acting as advisors. The brigade combat team and its staff—the foundations of Army modularity—can be augmented for a security force assistance mission based on the requirements of the operational environment, with enabling assets and capabilities to support distributed security force assistance. The robust size of the brigade staff makes it an ideal candidate to command and control SFA operations in any environment. Augmentation is likely to consist of forces that are directed more toward the use of "soft power," complement-

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U.S. Army/SPC Mike MacLeod

Advise-and-assist brigade member 2LT Preston Patton, 2nd Platoon leader, Company C, 1st Battalion, 504th Parachute Infantry Regiment, 82nd Airborne, discusses a training exercise with an Iraqi reconnaissance platoon leader in Anbar Province.

ing the modular brigade's ample combat power. These augmenting capabilities can include:

- More military police and civilian police trainers to increase host-nation police forces.
- An increase in legal personnel (primarily from the Judge Advocate General's Corps) to support host-nation rule of law and penal reform.
- Sociocultural experts and civil affairs and psychological operations personnel to increase interaction and integration of local populations and their leaders with the brigade's planning and operations.
- Military, police, border and port-of-entry transition teams (as the main effort in a security force assistance mission) to advise, partner and possibly augment foreign security forces during their planning and resourcing, generation, employment, transition, and sustainment activities.

Using the modular brigade as the foundation for all Army operations—including SFA—maintains the operational and institutional flexibility needed in current conflicts.

To develop, staff and train these modular formations to conduct SFA, individual skills must be developed and enhanced through leader training and education. Skills pertinent to advising have been developed, captured and refined at innovative Army organizations such as the FRTM at Fort Riley. This organization's key findings and training objectives for individual skills and advisor characteristics drive how advisors are trained and prepared for deployment in the Army. They were captured in the second half of FM 3-07.1, Chapters 7 through 10, which focus on the individual advisor, including cross-cultural influence and communication while working with counterparts. More than 85 percent of the FRTM's training cadre are former military advisors who paced the advisors-in-training through a rigorous course of classroom instruction, language instruction and leader-engagement training. In addition, the role-playing scenarios were supported by Iraqi and Afghan nationals who worked as contractors, providing the advisors-in-training with a wealth of information about the countries and their cultural dynamics. This realistic and fact-based training permeates the FRTM and is tied directly to the doctrinal lessons codified in FM 3-07.1.

Determining the Army's contribution to SFA operations, however, requires a comprehensive accounting for capabilities resident in the operating and generating forces, active and reserve components, individuals and units, and conventional and special operations forces.

FM 3-07.1 had an immediate impact on the Army. When the manual was approved and posted on the Army Knowledge Online web site in early May, a mobile training team distributed printed copies to the more-than-200 members of the 4th Brigade Combat Team, 82nd Airborne Division (4-82nd BCT), which deployed to Afghanistan in the fall. That week, the 4th BCT's forward-thinking commander changed the BCT's mission statement to reflect FM 3-07.1's influence: "4-82nd will conduct security force assistance operations in support of … ." In subsequent weeks, training supported by FRTM reinforced the BCT's mission statement, and the unit armed itself with the requisite knowledge found in documents such as FM 3-07.1. This prepared the unit to conduct SFA successfully, demonstrating the versatility of the brigade combat team modular concept. The 4-82nd is the first brigade to deploy to Afghanistan trained to adopt a doctrinally sound SFA battle plan to lead from the rear and to array its organic and augmenting forces to the needs of the Afghan national security forces (the Afghan National Army and the Afghan National Police).

Training institutions have embraced the concepts and guidance written in FM 3-07.1, both for small units such as the external transition teams as well as for larger units such as the modular brigades that are augmented for security force assistance missions. The requisite pre-deployment training conducted for these larger units will be inextricably tied to the concepts in the FM, modified for the area in which they will conduct operations.

As with most doctrine, the essential fundamentals and basic principles described in FM 3-07.1 do not change with each new operational environment, but their specific application will be unique to the unit and its operational environment. ★

Ensuring a Legacy:

Battalion-Level Rear-Detachment Operations

By CPT Joshua D. Buchanan

A convoy travels through the desert. No matter how many times this platoon of soldiers completes an escort mission, it never becomes routine. A sudden, single explosion strikes the lead vehicle with devastating force.

To the occupants of the trail vehicles, the overwhelming damage from the improvised explosive device becomes amazingly clear in just a few seconds. Despite the flames, a darkness settles over the soldiers—the realization that one of their own was lost.

The blast is staggering, but its sound does not travel the thousands of miles to the home front. Instead, there are three knocks on a family's door. Inside, a mother hurriedly gets her children ready for school. She pulls the door open, curious. Two soldiers stand on the doorstep. She notices that one is a chaplain. The other is from her rear-detachment team—a familiar face, but now without a smile. The soldiers have been charged with carrying a message that will devastate her family.

Born of Necessity

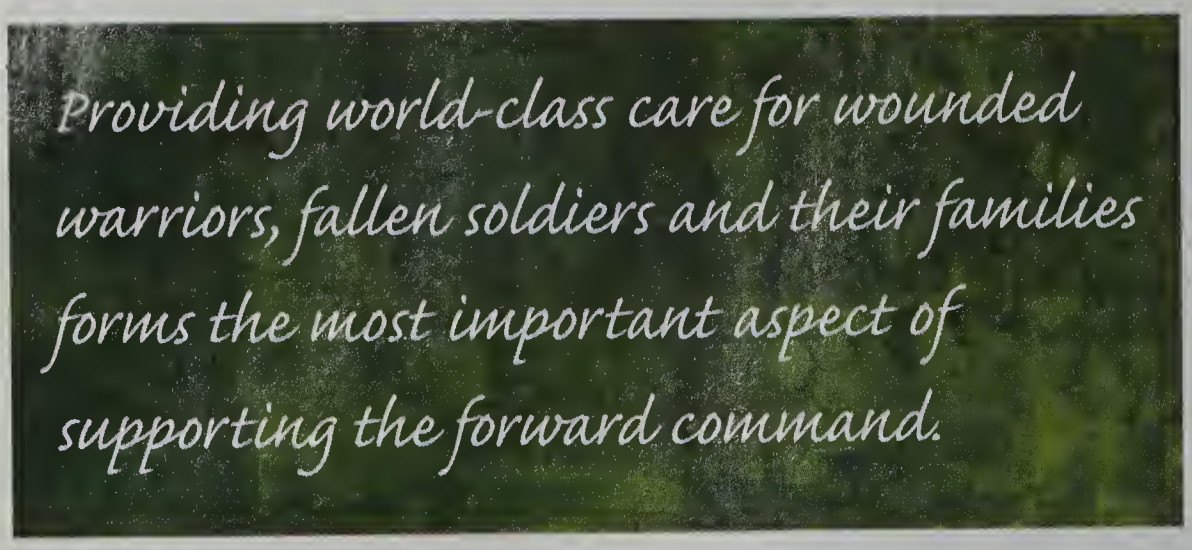
The noble goal of ensuring the legacy of the next generation of warriors and their families must include the selection and training of a successful rear-detachment team. The challenges brought about by the hardships of a deployment can be daunting, not only for the soldier on the front lines, but also for his or her family members at home. The complexities of multiple deployments further exacerbate these challenges.

Rear-detachment teams, including the family readiness group (FRG), are born of necessity. Their missions are important; their efforts help define the unit's success.

A battalion that fails to select and train a quality rear-detachment team will fail to leave a positive legacy. SMA Kenneth O. Preston recognized the importance of ensuring the founding of dependable rear-detachment teams when he stated:

> We must ensure that each soldier is equipped and trained to fight and win. We must also provide for our families. We will not be successful if we fail to care for our loved ones. … We must fight for their health care, children, housing and well-being with the same vigor we fight with on the battlefield.

Each particular unit imparts a legacy to the Army, and the Army in turn passes a legacy to the nation. Leaders will ensure a positive legacy only by ensuring the selection and training of a successful rear-detachment team.



The Mission

What defines success in battalion-level rear-detachment operations? Overall, the mission includes at least three fronts: supporting the forward-deployed command, maintaining high levels of family readiness and coordinating with the local garrison command. All three of these fronts must be sustained for the length of the deployment, through each stage of the emotional cycle. The team must ensure effective information flow on each of the fronts, identifying useful information and disseminating it to the formation. Examples include information-operations products, such as pictures of ceremonies and family activities, and changes to home-station policies and procedures, including new passport guidelines and changes in opening hours for installation services. Official notifications, such as casualty messages, are also included. A timely and accurate flow of information is extremely important.

Prior to the deployment, the rear-detachment commander must complete a campaign plan that will communicate his or her intent to the soldier and family teams. Approved by the battalion commander, this campaign plan will include many of the activities and events that will assist the team in achieving success.

The primary mission of the rear detachment is to support the forward-deployed command. Properly sponsoring new soldiers, familiarizing their families with the community, completing mandated predeployment activities and deploying the soldiers to combat operations are steps in a system established prior to the unit's initial deployment. Providing world-class care for wounded warriors, fallen soldiers and their families forms the most important aspect of supporting the forward command. Providing a casualty-notification or assistance officer is the most important task for the team.

By being proactive, a team will maintain high levels of family readiness. This task is best achieved by anticipating the needs and requirements of the formation. Family members rightly demand timely and accurate information and an easily accessible, open-minded soldier team. Countless resources have been published and are available to a rear detachment to aid in better understanding how to thrive in the uncertainty that a deployment brings. Each family member and servicemember must discover how to best maintain a proactive attitude. Two helpful resources are *Surviving Military Separation: A 365-Day Activity Guide for the Families of Deployed Personnel* by Marc Maxwell and *Courage After Fire: Coping Strategies for Troops Returning from Iraq and Afghanistan and Their Families* by licensed clinical social worker Keith Armstrong and his colleagues. Both offer numerous resources, strategies and advice for both family and soldier teams. A proactive rear detachment will incorporate all resources and ideas to achieve high levels of family readiness.

Finally, the local garrison command stands as the gateway to important installation services and organizational resources. The benefits of maintaining open lines of communication and professional working relationships with those individuals and agencies that form the local military community are crucial to a rear detachment's success. This front cannot be overestimated and is especially applicable to those units stationed overseas. A team that fails to demonstrate its proactive stance will find success elusive.



The Timeline

With the recent reduction in deployment lengths from 15 months to 12, many of the accompanying stressors will be proportionately reduced. For soldiers on the front lines and their families on the home front, however, 12 months remains a long time to be separated.

The timeline of a deployment may be divided into five stages: predeployment, during which the rear-detachment team is selected, resourced and trained; deployment; sustainment; redeployment and reintegration; and postdeployment, including the dissolution of the rear-detachment team. An Army pamphlet entitled *The Emotional Cycle of a Deployment: A Military Family Perspective* "describe[s] the psycho-

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CPT Joshua D. Buchanan *is the rear-detachment commander for the 1st Battalion, 2nd Infantry Regiment, Schweinfurt, Germany. He deployed to Iraq as a rifle platoon leader with the 1st Battalion, 36th Infantry Regiment.*

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The battalion commander holds the responsibility for the climate in which the soldiers and families of a rear detachment operate. Ultimately, he or she owns the team's overall success or failure—the responsibility of ensuring a legacy.

logical and event-related aspects of deployments" to the military community:

> Each stage is characterized both by time frame and specific emotional challenges. … Failure to adequately negotiate these challenges can lead to significant strife—both for family members and the deployed soldier. Providing information early about what to expect … can go a long way towards "normalizing" … the deployment experience. Furthermore, promoting understanding of the stages of deployment helps to avert crises, minimize the need for command intervention or mental-health counseling, and can even reduce suicidal threats.

With further research and continued deployments, the work of doctors and mental-health professionals has continued to expand upon these five stages. Soldiers and families who have shouldered the burden of recent deployments need and deserve dependable support, extending from the home front to the front lines.

The First Steps

A battalion commander must begin his or her efforts to achieve successful rear-detachment operations by selecting the right team members and training and equipping them for the important mission ahead. Training accomplished prior to the actual deployment will prove invaluable. A consistent opportunity for a smaller-scale "deployment" is the unit's mission-readiness exercise.

In addition to selecting the right people for the job, battalion and company commanders must set the climate in which they operate. A rear-detachment commander and first sergeant who can aggressively tackle any task while providing a caring and resourceful environment for soldiers and families are a prerequisite for success. A family-readiness liaison is a company commander's representative on the home front. He or she must, therefore, select a reliable and professional noncommissioned officer to fill this role. It is important that the primary staff sections also designate a high-caliber representative to serve as the respective subject-matter expert on the rear-detachment team.

The team is not limited to soldiers, however. Its ranks also include experienced volunteers, usually in the roles of FRG leaders and the chain of concern. The insights and experiences contributed to the team by spouses who have endured one or more deployments are priceless. Their contributions often prevent the loss of institutional knowledge gained from past experiences that is invaluable when new challenges arise.

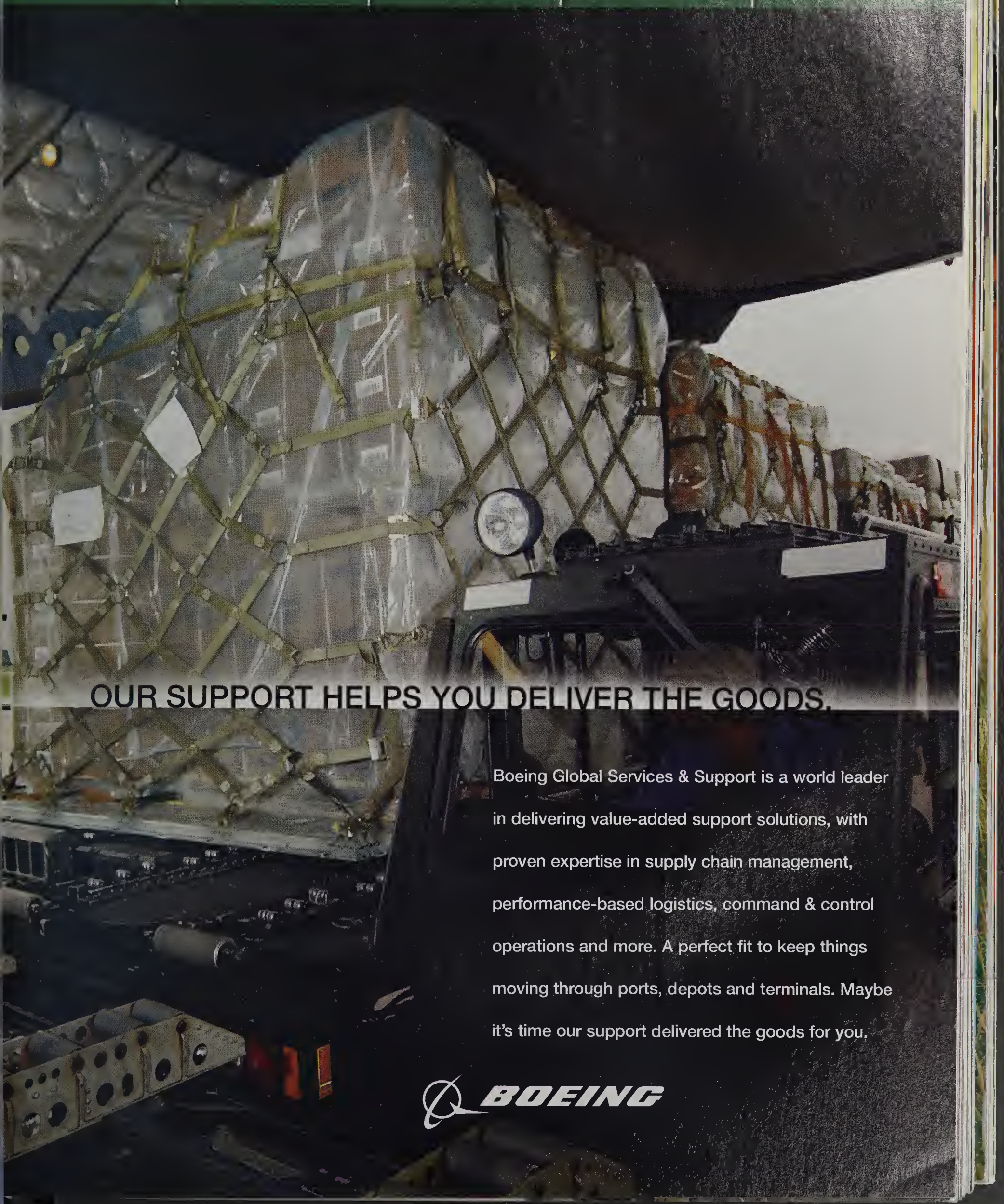
Supporting the forward command, providing for high levels of family readiness and working together with the local garrison compose the mission of a rear-detachment team. The mission is accomplished over the course of all the various stages of the deployment, essentially over a period lasting 18 months. The battalion commander holds the responsibility for the climate in which the soldiers and families of a rear detachment operate. Ultimately, he or she owns the team's overall success or failure—the responsibility of ensuring a legacy.

If leaders within our Army wish to ensure a positive legacy, then they must combine successful forward operations with successful rear-detachment operations.

Years from now, when the current campaigns in Iraq and Afghanistan have run their course, what legacy will have been left to the next generation of warriors and their families? Commanders directly affect the hearts and minds of soldiers and families.

If leaders within our Army wish to ensure a positive legacy, then they must combine successful forward operations with successful rear-detachment operations. The former, alone, is not enough. A deploying battalion commander must select a dedicated team of professionals and train them to create a proactive environment of individual and collective readiness. Company commanders must follow suit. Soldiers and families must know they are a top priority—they deserve nothing less. ★

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CompanyCommand

Building Combat-Ready Teams

To: Company Commanders Headed to Afghanistan
From: Company Commanders in Afghanistan

Partnering with Afghan National Security Forces

The guidance from Higher is clear: We have been charged to think and act differently about the way we are waging the COIN fight in Afghanistan. Our mission is to embrace the Afghan people, partner with ANSF, build governance capacity and accountability, and get better every day. Although many of us have been fighting this way for years, now all of us have the mission to transform the war, and we don't have much time. Our main effort, paradoxically, is to become the supporting effort to effective Afghan national security forces.

This is new terrain, and we are learning as we go. Whereas we used to conduct missions with Afghan forces, now we are living, eating, sleeping, training, planning and fighting alongside them. Whereas we used to mentor them, now we have the Soldiers on hand to teach them (and learn from them) by our example, 24/7. You may wonder how this is currently playing out at the company level. Here, we share some of our experiences so far, hoping you'll find them worthwhile for your own unit's preparations.

CPT Shilo Crane
CDR, B/1-121 IN, 48th IN BDE, GA ARNG
Task Force Geronimo (1-501 PIR), RC-East

A couple of weeks ago, I received the order for the new partnership program. My company is now partnered with 4-2 Kandak, which is an ANA combat-support battalion with an HHC, an artillery battery, a recon company and an engineer company. We're working towards complete partnership at all levels. I've assigned one of my platoons to each company, and every one of my Soldiers is assigned to sponsor one to three Afghan soldiers in all their day-to-day activities. Now, instead of 15 high-ranking Americans mentoring an ANA battalion's staff, we have 103 Soldiers of every rank partnering with our ANA counterparts.

One of the first things we did was go through the FOB and take down anything that distinguishes between U.S. and ANA soldiers—anything that said "American only." We're changing the TOC sign to read "B/1-121 IN and 4-2 Kandak." We're putting photos of both chains of command up on the walls. Their S-2 now sits with our S-2, so the ANA don't feel like we're hiding any intel. Their operations officer now works alongside ours, so they see and know everything we know. Our Joes have been able to teach their Joes processes—rehearsals, PCCs, PMCS—that are already paying big dividends. Their colonel is ecstatic. I don't consider myself his mentor. I told him, "You're a colonel, I'm a captain. I'm not here to mentor you. I know that you know how to fight and kill the enemy. I am here to provide you enablers and to share with you some processes that work for my unit and the U.S. Army." We are working together very effectively.

Under the old way of operating, we would link up with ANSF only for operations. We'd say, "Give me X number of ANA forces," just to put an "Afghan face" on an operation. Now we are together all the time, from receipt of mission through recovery. This constant interaction puts a greater burden on cultural awareness. The "dirty Afghan" mind-set



Photographs by LTC Pete Kilner

As commander of Company B, 1st Battalion, 121st Infantry (Light), Georgia Army National Guard, CPT Shilo Crane has partnered and colocated his company with an Afghan National Army battalion at Forward Operating Base Rushmore in Paktika Province.

has to go. The Afghans will fight, and they are not stupid, but they also do not have the experience and training that we take for granted. So, for example, when an ANA soldier puts an 1151 into reverse in order to stop it, or when they don't know what a chem light is, it's not because they are stupid—it's because they've never been taught. It's no different from someone putting me in a space shuttle and telling me to fly it, and then laughing at me because I didn't know how. It's not that I'm stupid; it's just that I was never taught how.

When we step back and take the time to train the ANA how to use equipment, they perform well and love it. I sign out NODs to the ANA. They sign for them, do PMCS, use them properly—and now they're not bumbling around in the dark trying to keep up with my Soldiers. The same with vehicles: One of the ANA leaders mentioned that it's easy for Americans to be brave when we are driving in MRAPs down Tier-1 IED routes while the ANA are piled into the beds of unarmored Ford Ranger pickup trucks. Since U.S. forces are not allowed to roll out the gate in anything but MRAPs, we had some 1151s we weren't using. We trained the ANA on maintenance, PMCS and driver training—using our POI—and now they roll in up-armored Humvees, which at least provide them some of the protection that we enjoy. This has increased our bond. We're now on more equal footing. Of course, now we have to make sure that we don't teach them some of our bad habits of focusing too much on force protection. We try to dismount and get on the ground with the civilian populace as much as possible.

It's great that we learn how to eat and not to touch things with our left hands, but the Afghans really are not so sensitive about that stuff. They just want to be treated like equals and like fellow human beings, like fellow soldiers. That's where you're going to "make your money" here.



CPT Dennis Williams' cavalry troop is operating "shoulder to shoulder" with Afghan police and soldiers high in the mountains of western Afghanistan.

CPT Dennis Williams
CDR, Team Apocalypse (A/4-73 CAV)
Task Force Professionals (2-321 AFAR), RC-West

Our long-term mission is to partner with the Afghan national police in order to secure the local populace. Currently, my troop is working alongside the ANSF to secure Sabzek Pass, which is the key terrain along Highway 1 that links Herat Province and Badghis Province. This portion of Hwy 1 is the only route that commercial traffic can take between the provinces, and it is the only portion of the ring road that still isn't paved. We are helping the ANA and ANP to secure the pass so that the road can be paved. A secure, navigable Sabzek Pass will be a huge boon to economic development in Badghis Province.

The insurgents in this area are criminal elements—thugs—who until recently controlled the pass. All commercial traffic and ANSF were vulnerable to them. Spanish ISAF forces and the ANA cleared the pass, and now we are working with the ANSF to develop their capacity to permanently control the pass themselves. Working shoulder to shoulder with our Afghan counterparts, Team Apocalypse has established a screen line, dominating the key terrain along the pass.

Ours is a combat-advisory mission. Historically, combat advisors to the ANSF have been a bunch of senior NCOs and company-grade and field-grade officers who mentored the Afghans at the staff level. Our model is more of a real partnership. I work with my company-level ANA counterpart, and our Soldiers are partnered with ANA soldiers and ANP. By living with them, eating with them, sleeping right next to them and going out on missions with them, our paratroopers are making a statement about the commitment of the U.S. government. We are sharing the same risks, enduring the same "suck." We are able to show them, by our example, how a professional army operates.

Every day I am with the ANA commander in Sabzek Pass—planning, engaging with the populace, collaborating on intelligence. He always wants to share dinner with me, so I go over there and eat dinner with him most nights of the week. It's a great experience. One day it didn't work out so well. Out comes dinner, and it's goat and rice and some naan bread. They pass a bone to me, a goat leg, I think, and it barely has any meat on it. But to them it's the choice cut, so they insist I eat it. As soon as I bite into it, I can tell that the meat is not cooked through, but I also know that it is important that I honor their generosity. Well, for the next few days, let's just say I was making constant trips to the outhouse. My paratroopers got a good laugh out of it; I chalk it up as the price of really partnering with the local people.

The ANA are very motivated fighters. The people of Afghanistan have been at war for 30 years, so the ANA soldiers typically have as much—if not more—combat experience than our Soldiers. Their biggest challenge, however, is planning and preparing for long-term operations—specifically, logistics. Logistics is not a primary concern for their leaders when they plan combat operations, so it becomes

CompanyCommand Glossary of Terms

1151—M1151 up-armored Humvee.
120s and 81s—120 mm and 81 mm mortar tubes, respectively.
AIT—Advanced individual training.
ANA—Afghan National Army.
ANP—Afghan national police.
ANSF—Afghan national security forces.
CAS—Close air support (Air Force).
CCA—Close combat attack (Army attack helicopter support).
Chem light—Chemical glow stick.
COIN—Counterinsurgency.
FOB—Forward operating base.
IED—Improvised explosive device.
Intel—Intelligence.
ISAF—International Security Assistance Force.
JPEL—ISAF's list of bad guys.
Kandak—Afghan battalion.
MRAP—Mine resistant ambush protected wheeled vehicle.
NODs—Night optical devices.
OP—Observation post.
PCC—Precombat check.
PMCS—Preventive maintenance, checks and services.
POI—Program of instruction.
QRF—Quick reaction force.
RC—Regional command.
Tier-1 IED route—A route with a high threat of improvised explosive devices.
TOC—Tactical operations center.

a limiting factor over time. U.S. sustainment is well thought-out and in place. When we moved into Sabzek Pass, the ANA were prepared to operate for only about two weeks, so we ended up sharing our MREs and fuel with them. Yes, at the higher level we want them to build their own capacity, but at the tactical level we want them to continue to operate, so sharing supplies is a necessity.

Paratroopers are amazingly resourceful. When we moved into the pass, we had minimal supplies. I told them, "We'll be here awhile, and it's gonna suck." The next thing I knew, they had dug 5-foot-deep holes, lined the floors with flat rocks, dug cutouts into the walls, taken cots and cut them in half and added wire—and had OP bunkers with built-in grills! The ANA soldiers will buy a local sheep, and, together, they enjoy a great dinner out on their OP.

This is a platoon leader's fight. Platoons are deploying independently into remote locations, and a platoon leader may be responsible for partnering with an entire district. A platoon leader might be the main person on the ground representing the U.S. government. Lieutenants must be critical thinkers and capable of making decisions without having to call back for guidance. They need to be able to interact with all kinds of people. They need to be genuine. People know when they are being respected and when someone is genuine. Afghans, especially, judge a man by his character, and they are great judges of character.

During my unit's predeployment training, we conducted a lot of live-fire exercises focused on urban fighting and room cleaning. As it turns out, we haven't had to do much of that. The best way to prepare for this fight would be to develop cultural understanding and language skills. Ultimately, language skills enable our Soldiers to interact with the populace and ANSF; however, it's really hard to train Stateside for that part of the mission. We don't have the capability to replicate personal interactions within a foreign culture, and it takes months of commitment to learn the language. Given the resources we realistically have Stateside, I would prepare to deploy here by focusing on the basics—shoot, move, communicate—with an emphasis on getting Soldiers qualified on every weapons system they might touch over here.

CPT Aron Hauquitz
CDR, Team Hurricane (HHB/2-321 FA)
Task Force Professionals, RC-West

I am an infantry officer who is commanding an HHB-plus, consisting of two infantry platoons, a mortar battery with four 120s and six 81s, an engineer squad, and the normal staff of a headquarters battery. One of the infantry platoons is completely partnered with the Afghan police of Guzara District; the Soldiers live at the district police headquarters and do everything with the police. The other in-



CPT Aron Hauquitz, who is serving as both a commander and an advisor in Afghanistan, is on his second year-long deployment there in the past three years. It is his fourth combat deployment overall.



A partially constructed building on the site of an Afghan police station serves as the new home for a platoon of American soldiers who recently partnered with the police there.

fantry platoon is partnered with the Afghan police's provincial QRF in Herat; that platoon is in the process of moving out there into downtown Herat, but they are already conducting joint operations daily. My mortars are split into three firing elements—at Bala Murghab, Moqor and here at Camp Stone. The engineer squad is running AIT to train the first-ever Afghan route-clearance company. The staff are doing their normal duties, and I am serving as advisor to the Afghan colonel who is the director of security in Herat Province.

Every success in Afghanistan is based on personal relationships. Here's a quick story of how the trust established through partnership led to a hugely successful operation. One day in October, my platoon leader who is living at the district police headquarters and who has developed a great rapport with the leadership there received a tip about the location of the #1 bad guy in RC-West. The platoon leader reported the information up the chain. The next morning, the ANP informed us that that individual was dead and that they were moving immediately to clear the area that had long been controlled by his illegal forces. My two infantry platoons moved out with their Afghan counterparts, and I linked up with the director of security.

U.S. forces here are required to move in MRAPs when mounted. When my Soldiers arrived at the main town to clear, the vehicles were too large to move through its streets. So we parked the MRAPs, guarded them and moved into town with the ANP. The Afghans led the way. They had the informants. They knew where the insurgents and caches were located. They conducted the cordons and searches. When they found something, my Soldiers moved in to assist with site exploitation. In one sense, we didn't do much; the Afghans led the way. Yet, to the Afghans, our presence there meant everything! With us there, they knew they had two platoons of American Infantry covering their back. With us there, they knew they had CAS, CCA and artillery if they needed it. With us there, they knew they had the world's best casualty evacuation and medical care. The Afghans can do things that we can't, and we can do things that they can't. Working together, we eliminated the #2 and #3 on the JPEL over the next nine days of continuous joint operations, totally changing the security landscape in Herat Province.

On a cordon and search on Day 5 of the operation, Afghan and U.S. forces were partnered down to the squad level, one American squad per ANP platoon. The Afghan colonel I advise was maneuvering his units, and thus maneuvering American units. He'd never seen anything like it, and it has transformed our relationship. The ANP are beginning to understand that we truly are here to support them, not the other way around.

For those nine days, we operated side by side with the ANP on the largest, most successful operation here in a long time, maybe ever. Our Soldiers were shoulder to shoulder with the ANP. We slept on the same schoolhouse floor at night; we played soccer with them between missions during the day. My counterpart speaks decent English, so we were able to talk without an interpreter. He and I spent hours talking—about our families, about our dreams, about Afghanistan. In 2007–08, I spent a year in RC-West as an advisor to the ANP. I can say with confidence that my Soldiers and I developed a year's worth of trust with our Afghan partners in just that nine-day operation.

Are you an officer with company-level leadership experience in Afghanistan? If so, log onto http://CC.army.mil and share your ideas with your fellow professionals. We at CC are a community of Soldiers committed to improving leadership at the company level and thus defending our nation more effectively.



2010 ARMY Magazine Photo Contest

Sponsored by the Association of the U.S. Army

The Association of the U.S. Army is pleased to announce its fifteenth ARMY Magazine photo contest. Amateur and professional photographers are invited to enter.

The winning photographs will be published in ARMY Magazine, and the photographers will be awarded cash prizes. First prize is $500; second prize is $300; third prize is $200. Those who are awarded an honorable mention will each receive $100.

Entry Rules:

1. Each photograph must have a U.S. Army-related subject and must have been taken on or after July 1, 2009.
2. Entries must not have been published elsewhere. Evidence of prior publication of any entry will disqualify it.
3. Each contestant is limited to three entries.
4. Entries may be 300 dpi digital photos, black-and-white prints, color prints or color slides. Photographs must not be tinted or altered. (Send digital photos to jdow@ausa.org.)
5. The minimum size for prints is 5x7 inches; the maximum is 8x10 inches (no mats or frames).
6. The smallest format for slides is 35mm, and slides must be in plastic or paper mounts.
7. A sheet of paper must be taped to the back of each entry with the following information: the photographer's name, Social Security number (for identification and tax purposes), address and telephone number, and caption information.
8. Entries must be mailed to: Editor in Chief, ARMY Magazine, 2425 Wilson Blvd., Arlington, VA 22201-3385, ATTN: Photo Contest.
9. Entries must be postmarked by June 30, 2010. Letters notifying the winners will be mailed in September.
10. Entries will not be returned.
11. Employees of AUSA and their family members are not eligible.
12. Prize-winning photographs may be published in ARMY Magazine and other AUSA publications three times.
13. Photographic quality and subject matter will be the primary considerations in judging.

For further information, contact Jeremy Dow (jdow@ausa.org), ARMY Magazine, 2425 Wilson Blvd., Arlington, VA 22201; (703) 841-4300, ext. 204.

AUSA Sustaining Member Profile

Crimson Trace Corporation

Corporate Structure—Founded: 1994. President: Lewis Danielson. Headquarters: 9780 SW Freeman Drive, Wilsonville, OR 97070. Telephone: 800-442-2406. Web site: www.crimsontrace.com.

Crimson Trace is a company founded by gun enthusiasts and engineers with a single mission: to develop a decisive firearm-aiming device designed to help protect the lives of military, law-enforcement and civilian shooters. While best known as the creator of Lasergrips®, Crimson Trace manufactures a wide variety of instinctively activated laser-sighting systems for both pistols and rifles. Today the company is the decisive leader in its industry and is largely responsible for the widespread adoption and acceptance of laser-sighting technologies and tactics.

For military use, Crimson Trace Lasergrips for the M9 are built to exceed 810F military standards and are available in either visible-light or infrared versions. They have met Aberdeen Proving Ground, Md., standards for safe use and have become very popular with military personnel around the world. More than 70,000 M9 units have been purchased by the U.S. military to date.

The company's latest offering, the MVF-515, is a modular vertical foregrip designed for Picatinny rail-equipped rifles such as the M4. Made of 6061-T6 aircraft aluminum, the foregrip houses a laser and a dual-intensity LED tactical light. The MVF-515 is designed to assist in low-light and close-quarter combat situations.



For military and law-enforcement applications, one of the most important uses of laser sights is threat de-escalation and communication. Recently, a soldier was working at a U.S. military checkpoint in Iraq when a vehicle sped right past the sign that read in Arabic, "Stop or you will be shot." As a final warning, the soldier pointed the laser mounted on his M9 at the driver, who halted immediately. The driver turned out to be an illiterate civilian with his entire family in the car. The soldier credits his use of Lasergrips for saving the family's lives.

"That little red dot seems to speak in a language that can be understood by just about anyone, and it can be exceptionally persuasive," says Crimson Trace president Lewis Danielson. "We've received countless reports about how laser sights have helped end armed confrontations without a single shot being fired. Out of all feedback we get about our products, stories like this are always my favorite."

Laser sights provide soldiers with several additional advantages.

■ They permit a wider field of view, improving situational awareness and threat focus.

■ They improve accuracy and hit ratios dramatically, especially in low light.

■ They make multiple-target acquisition faster and easier.

■ They facilitate precision shooting from unconventional positions and while on the move.

■ They facilitate precision pistol shooting at a distance.

Innovation and new-product development have been core values of Crimson Trace since the company's inception. Crimson Trace products have earned recognition from the elite Shooting Industry Academy of Excellence each year since 2005, when the AR-15/M16 Lasergrips were first developed. The company has also received numerous Golden Bullseye awards from the National Rifle Association (NRA).

Crimson Trace fully supports the right of every law-abiding American citizen to own firearms. Every one of the company's more than 100 employees is a member of the NRA. The company provides financial support to numerous NRA programs, including firearms training and education. Staff members are encouraged to participate in shooting activities and are able to check out any of the firearms in the company's extensive armory for personal use.

The company is also a strong advocate for the military and law-enforcement communities. Crimson Trace—along with Leupold, SureFire, Hornady and Smith & Wesson—recently founded Honored American Veterans Afield (HAVA), an organization to help raise awareness and provide assistance for disabled veterans. HAVA also helps these veterans enjoy hunts, shooting events and other outdoor activities. For more information, go to http://www.honoredveterans.org.

All Crimson Trace products are designed and manufactured at the company's headquarters in Wilsonville, Ore. Each unit is hand-assembled, sighted and tested. Special consideration is given to durability and ergonomics. Crimson Trace products never interfere with the function of a firearm. All Lasergrips are designed to fit a specific model of handgun. In each of these products, the laser diode is integrated into grip panels that are interchangeable with the stock components. The company also offers elegant slip-on solutions for polymer pistols and has recently announced the Laserguard™ family of products, which attach to the trigger guard of ultracompact pocket pistols. Lasergrips are factory-zeroed for 50 feet and are fully adjustable for windage and elevation.

Soldier Armed

Aviation Update: OH-58D Kiowa Warrior

By Scott R. Gourley

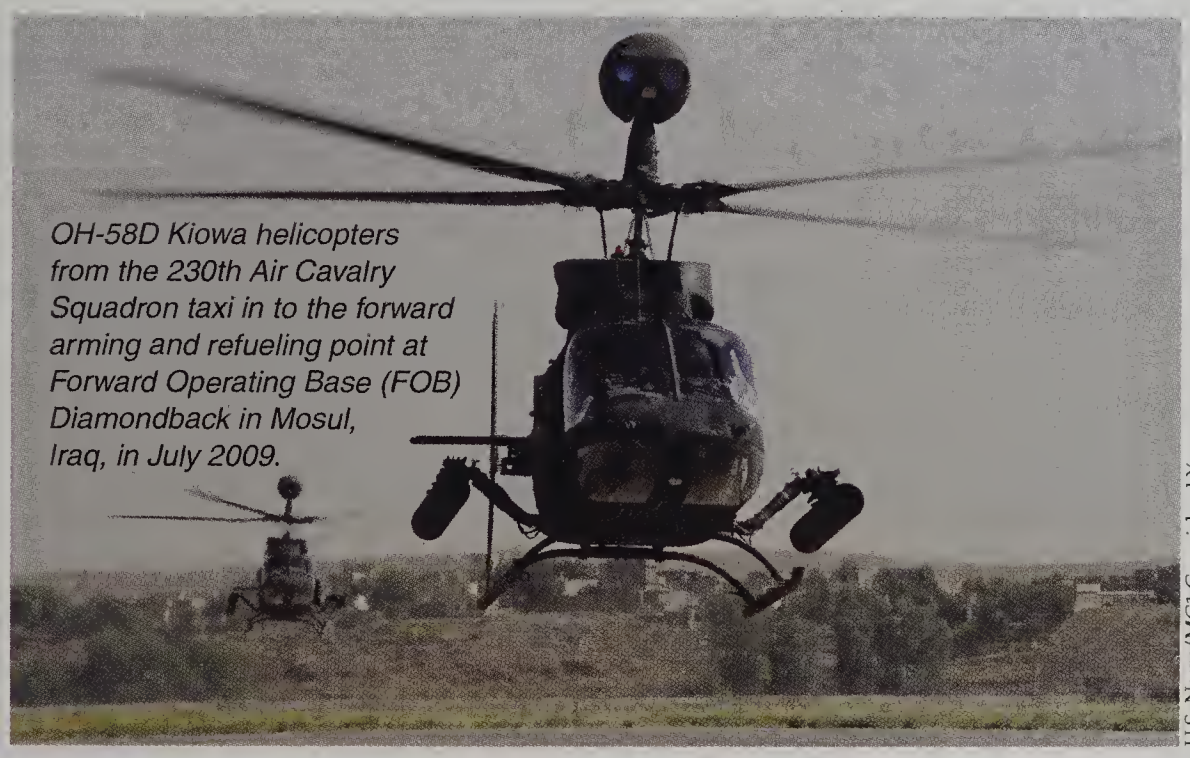
The Aviation Update at the October 2009 AUSA Annual Meeting highlighted the OH-58D Kiowa Warrior as the Army's "highest OPTEMPO" (operational tempo) aircraft in both Iraq and Afghanistan. As of the middle of that month, the fleet marked a quantified performance milestone of 550,000 combat flight hours in Operation Iraqi Freedom and Operation Enduring Freedom (OEF). Now, in addition to ongoing enhancement efforts, government and industry planners are working to ensure the platform's future, with fleet projections calling for the Army to sustain Kiowa Warrior (KW) until 2025.

"The venerable OH-58D Kiowa Warrior is a proven workhorse for the warfighter and remains the go-to asset for theater ground commanders today," observed COL Keith Robinson, Armed Scout Helicopter Project Office. "Born of an urgent need 20-plus years ago, Operation Prime Chance 'weaponized' the OH-58D, and the OH-58D Kiowa Warrior was born. It provided the right solution at the right time to a specific problem.

"However, that solution has continued to evolve in order to meet the modern warfighter's needs. Although slated for retirement on numerous occasions, [the OH-58D] continues to answer the call and is unquestionably a mainstay on the front line of our nation's global war on terrorism."

The KW is a two-seat, single-engine, observation, scout/attack helicopter with four main rotor blades. It utilizes a thermal-imaging system and a laser rangefinder/designator in a mast-mounted sight situated above the main rotor system. The aircraft is equipped with a variety of weapon systems, including Hellfire missiles, 2.75-inch rockets and a .50-caliber machine gun. The aircraft operates autonomously at standoff ranges, providing armed reconnaissance, command and control, and target acquisition/designation for Apache helicopters and other airborne weapons platforms in day, night and adverse-weather conditions. The cavalry squadrons that employ the KW are found in both the active Army and the National Guard.

One ongoing enhancement effort is the Kiowa Warrior safety enhancement program (SEP), in which OH-58Ds are receiving an improved engine and improved computer control systems. As noted by representatives of Bell Helicopter, a Textron company, the SEP improvements represent a series of safety and performance modifications the Army has implemented to keep the OH-58D armed reconnaissance helicopter safe and mission-effective until it is retired.



OH-58D Kiowa helicopters from the 230th Air Cavalry Squadron taxi in to the forward arming and refueling point at Forward Operating Base (FOB) Diamondback in Mosul, Iraq, in July 2009.

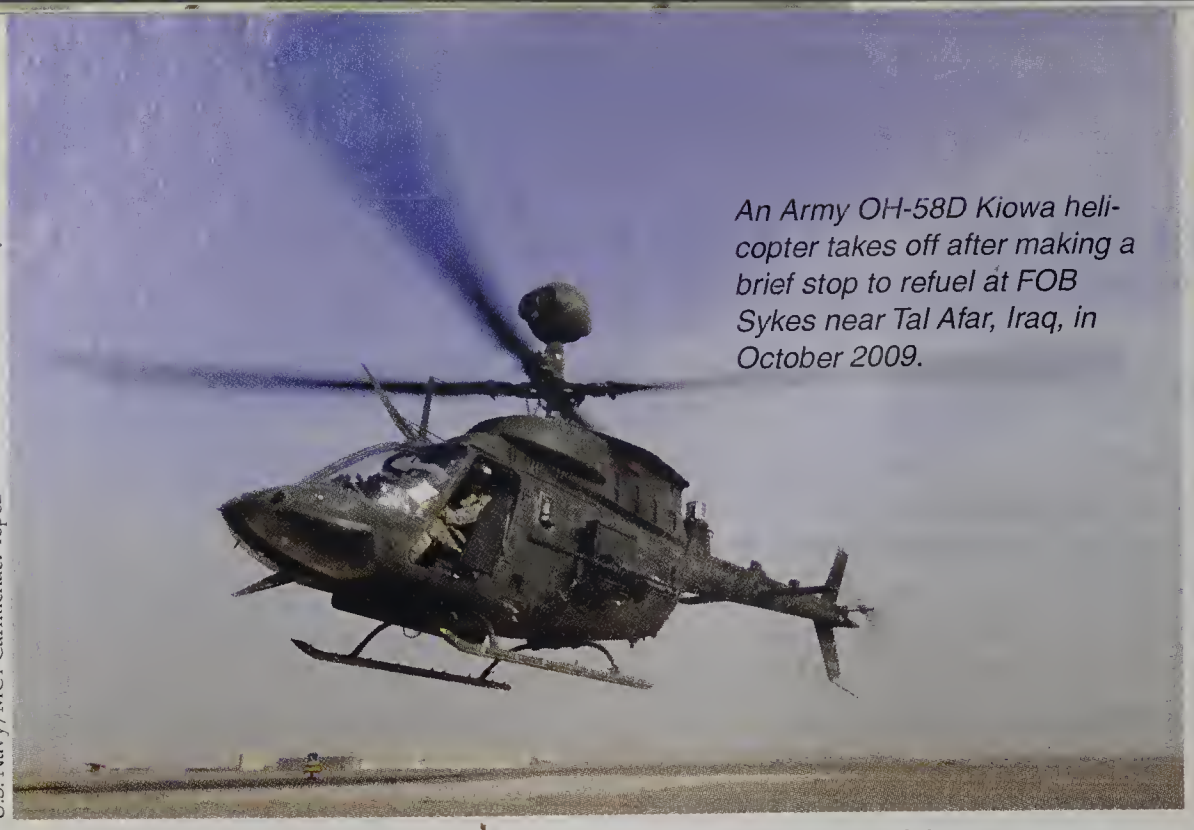
U.S. Navy/MC1 Carmichael Yepez

According to Amy Tedford, director of military fielded systems at Bell Helicopter, SEP deliveries are currently running four to six weeks ahead of schedule. "We're in the 12th 'lot' right now, and our last delivery [in early November 2009] was the 233rd aircraft in the SEP," she said. "Under this program, we will deliver up to 283 aircraft, and we will finish up SEP in the first half of calendar year 2011."

"The success of the platform and the SEP certainly reflects a combination of many suppliers," added Bob Cook, fielded systems program manager at Bell Helicopter. "But 'the big three,' in addition to Bell Helicopter, include Rolls-Royce for the engine, DRS Technologies for the sight and Honeywell for the avionics computing system."

Along with SEP, Bell Helicopter has also resumed a "crash damage program," with a specialized crew working in support of Corpus Christi Army Depot, Texas, to get damaged airframes "back into the fight." But even as SEP was under way, other Army Aviation decisions brought new program challenges.

"With the cancellation of the Bell Helicopter contract to produce the ARH-70A armed reconnaissance helicopter in October 2008, it became abundantly clear that the KW would have to remain on the front line for the foreseeable future," COL Robinson explained. "That decision also meant the Kiowa Warrior would require major upgrades to meet the warfighter's current and future demands. Although the Kiowa Warrior fleet continues to surpass all other Army rotary-wing platforms in readiness—while executing an OPTEMPO five times the normal rate—upgrades were essential to ensure the Kiowa



U.S. Navy/MC1 Carmichael Yepez

An Army OH-58D Kiowa helicopter takes off after making a brief stop to refuel at FOB Sykes near Tal Afar, Iraq, in October 2009.

Warrior remained technologically compatible on the modern battlefield. The series of necessary upgrades would use lessons learned in the global war on terrorism and make up lost ground for almost 15 years of minimal investment due to its planned retirement. The upgrades would focus on three areas: weight reduction to improve aircraft performance, obsolescence management of the cockpit display system and the mast-mounted sight, and improvements to enhance interoperability with the current and future force."

One of the first improvements to reach the warfighter is the new M3P .50-caliber machine gun, which will replace the XM296. The M3P has an 1,100-round-per-minute rate of fire, the ability to penetrate lightly armored vehicles and an effective range of 1,500 meters.

"The M3P is the gun used on the Humvee-based Avenger air defense system, which has reduced force-structure requirements, in turn creating the perfect window of opportunity for the Kiowa Warrior fleet," COL Robinson said, noting that the new machine gun, which is installed in the field, was initially fielded to the 7/17th Cavalry Squadron in January 2009, prior to its deployment to OEF.

"Since that date, the Kiowa Warrior Product Office has fielded the system to nine of the 10 squadrons," he added. "The M3P continues to perform well above expectations, with units firing three times the number of rounds fired on the old XM296. The primary reason for increased use is that the new gun has a higher rate of fire, is more accurate and is much more reliable. Simply put, the new gun provides an enhanced capability to take the fight to the bad guys."

Highlighting the M3P at the AUSA Annual Meeting, MG James R. Myles, commanding general of U.S. Army Aviation and Missile Command, observed, "Last year that gun was on the Avenger air defense system. But it's now been put on the OH-58 Delta, tested and fielded; more than 1 million rounds have been fired in combat."

Looking to the future, the Army is examining options for additional improvements to the KW, ranging from moving the mast-mounted sensor to the nose of the aircraft to other enhancements that could emerge in a Kiowa Warrior "Life Support 2020" effort.

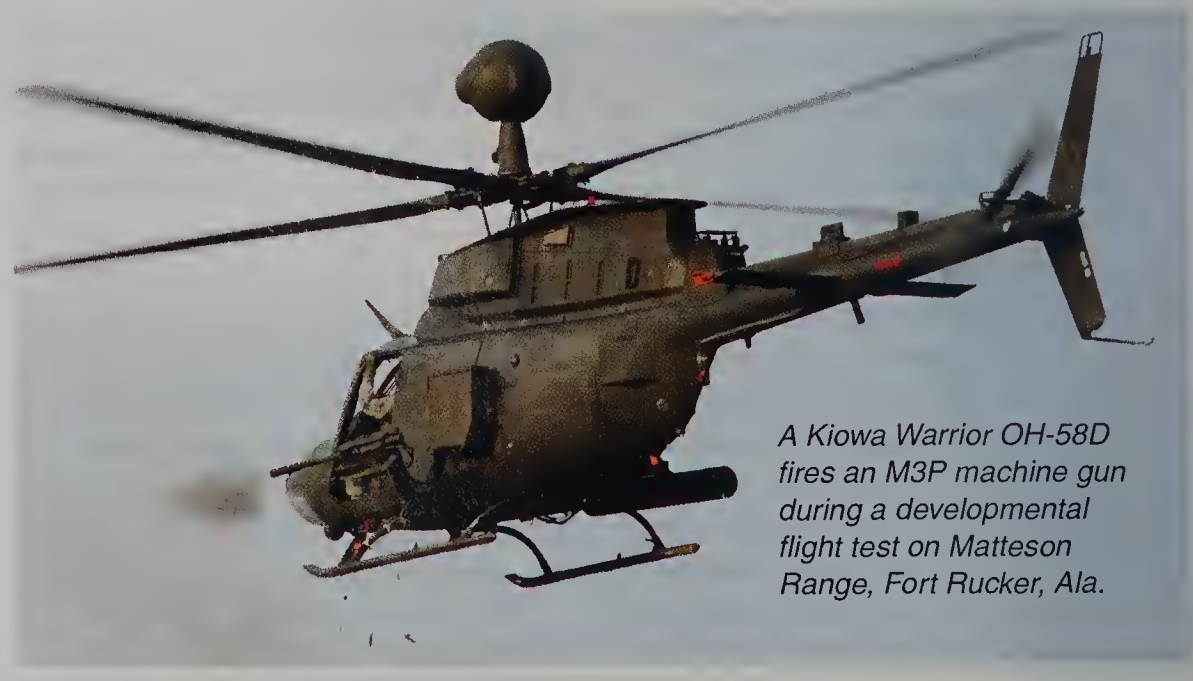
"We expect that we will support the Army in any way that they want us to on Life Support 2020," Tedford said, adding that Army plans may begin to surface in the next three to six months.

Meanwhile, both Tedford and Cook emphasized the unified industry team effort and personal commitment to the warfighter that facilitates the OPTEMPO and flight-hour figures.

"I had an e-mail from a soldier on the ground who said that whenever they are in a city in Iraq or Afghanistan and they see those OH-58Ds come in overhead, they have a sigh of relief," Tedford related. "Those aircraft come in and fight *in* the city. They do all the top cover for those soldiers. This e-mail was from an infantryman, who just wanted to thank us for having those aircraft out there."

"They also fly top cover for the convoys," Cook said. "If you recall when the war first started, the evening news was full of convoys being attacked. Well, you don't hear much of that anymore. That's because when a convoy leaves, one of these aircraft is usually flying over the top, where it makes a significant impact in support of the warfighter."

"At any given time, 36 percent of the 338-aircraft Kiowa Warrior fleet is deployed to both Operation Iraqi Freedom and Operation Enduring Freedom," COL Robinson said. "The importance of the Kiowa Warrior's contribution to the warfighter is significant and clearly evidenced in a recent statement by the Operation Enduring Freedom Task Force Bayonet S-3 operations officer: 'The Kiowa Warrior is having a direct impact on the enemy—so much so that we have seen a change in their tactics based on what it brings to the fight.'" ★



U.S. Army

A Kiowa Warrior OH-58D fires an M3P machine gun during a developmental flight test on Matteson Range, Fort Rucker, Ala.

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Reviews

The American Experience in Afghanistan

In the Graveyard of Empires: America's War in Afghanistan. *Seth G. Jones. W.W. Norton & Company. 414 pages; maps; black-and-white photographs; index; $27.95.*

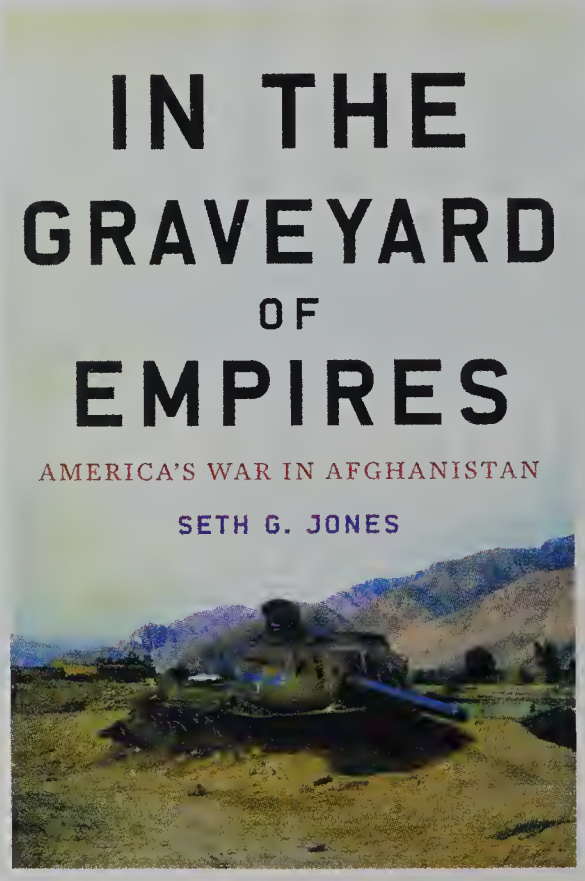
By COL Cole C. Kingseed
U.S. Army retired

Until the past year, the war in Afghanistan, the initial front in America's global war on terrorism, has taken a backseat to the conflict in Iraq. In light of the escalating violence in the mountains of Afghanistan, Seth Jones has penned *In the Graveyard of Empires*, a political history of that country in the "Age of Terror" from 2001–09. His conclusions offer a chilling reminder of the dangers of long-term commitments to a region that has been characterized by war and corruption for several millennia.

In examining America's war in Afghanistan, Jones draws upon his experience as a RAND political scientist and an adjunct professor at Georgetown University and at the U.S. Naval Postgraduate School. He is the author of *The Rise of European Security Cooperation*, and he has visited Afghanistan more than a dozen times since the 9/11 terrorist attacks. A well-known journalist, Jones contributes regularly to the *New York Times*, the *Washington Post* and *Newsweek*.

Empires chronicles the period from the overthrow of the Taliban regime in the aftermath of the 9/11 attacks on the United States to the rise of Afghanistan's insurgency and the collapse of Afghan governance. *Empires* does not purport to build and test a theory of why insurgencies begin as much as it is a study of the specific facets of insurgency in Afghanistan. Consequently, Jones focuses his efforts on the declining security situation in Afghanistan and the primary factors that contributed to it.

Jones opines that "the central tragedy of the American experience in Afghanistan" to date is the manner in which its history has been disregarded by American policymakers. America's "light footprint" that sought considerable support from local Afghans in overthrowing the Taliban "became a curse once the insurgency began to overwhelm what few U.S. resources existed on the ground." By 2006, a full-blooded insurgency, which Jones defines as "a political-military campaign by nonstate actors seeking to overthrow a government or secede from a country through the use of unconventional—and sometimes conventional—strategies and tactics," had developed in Afghanistan.



According to Jones, the current insurgency is a result of "the synergy of collapsing governance and a virulent religious ideology that seemed to fill the void."

In lieu of the existence of an ineffective central authority that traditionally has characterized the Afghan government, Jones posits that the lessons from history—from Alexander the Great to the Soviet Union's incursion in 1979—provide a stark lesson for the United States today.

Given his bleak assessment, is success in this war-torn region possible for American policymakers and warriors? Jones offers a possible, though highly problematic, solution. To achieve stability, the United States must confront corruption, partner with local entities and undermine the sanctuary of the Taliban insurgents in Pakistan. The goal of any effective strategy should be "to improve the competence and legitimacy of national and local Afghan institutions to provide security and services to the local population." Easier said than done.

Jones asserts that the first step is to address the vast corruption at the national and local levels that has "steadily alienated ... local population[s] and fueled support for the insurgent groups." Given the nature of the recent presidential elections, this area requires a lot of work. As part of this process, corrupt Afghan government officials, including those involved in drug trafficking, must be removed from office and prosecuted. This quest will undoubtedly run counter to the political realities in the provinces, but Jones warns that unless the government can implement effective anticorruption programs, there remains little hope of political legitimacy.

Second, the United States and its Coalition partners must find a "better balance between top-down efforts to build a viable central government and bottom-up efforts to support local actors." Security in rural areas must come from local Afghan institutions, particularly tribal ones, as foreign armies, including American forces, have never successfully established law and order in Afghanistan.

The third and final step in establishing security is eliminating the safe haven in Pakistan, which has been "fundamental to every successful in-

surgency and counterinsurgency in Afghanistan's recent history."

According to Jones, "Pakistan's security interests do not justify the use of militant proxies. It is imperative, therefore, that the United States persuade Pakistani military and civilian leaders to conduct a sustained campaign against militants mounting attacks in Afghanistan and the region ... and threatening the foundation of the nuclear-armed Pakistani state."

Readers will recognize many of Jones' recommendations in the current reassessment of American foreign and military policy in Afghanistan and the surrounding region. Jones calls for a more comprehensive understanding of the causes of the war. Only then will American policymakers discover, as the French social scientist Olivier Roy stated in *Islam and Resistance in Afghanistan*, that peace in Afghanistan has always been rather cyclical and that the "history of Afghanistan is one of revolts against the central power and of resistance to the penetration of the countryside by state bureaucracy."

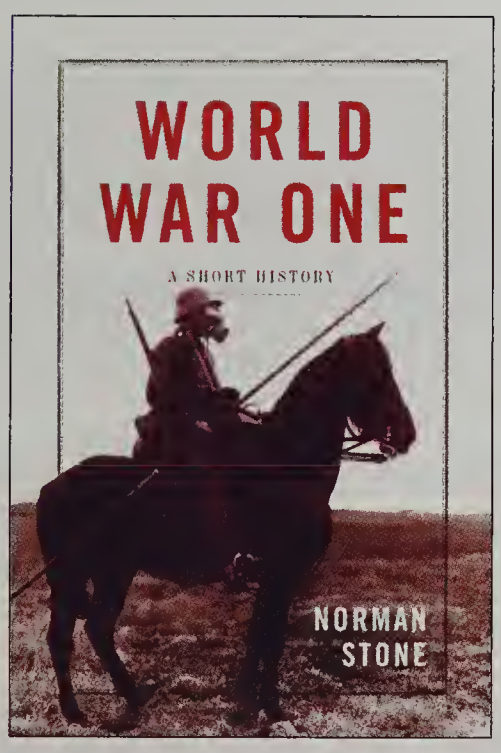
COL Cole C. Kingseed, USA Ret., Ph.D., a former professor of history at the U.S. Military Academy, is a writer and consultant.

Varied Fare

World War One: A Short History. *Norman Stone. Basic Books. 240 pages; black-and-white photographs; index; $25.*

Any condensed version of such a massive event as World War I would have to be general and risk oversimplification. Such issues do crop up in Norman Stone's *World War One*—describing the Imperial German Navy as limited in concept to confronting Great Britain's Royal Navy in the North Sea, for instance. This statement has general merit, as the North Sea was characterized as the "lever" of German world naval policy at the time, and Germany's battleship design did assume operations in that theater. It does not hint at the more complex reality of German strategic thinking, however, which did look beyond the North Sea to global operations, where cruisers were to range, nor does it acknowledge the influence of the naval arms race that all the major powers of the era had been engaged in for several decades, each measuring itself against the Royal Navy. This illustration is less a criticism than an example of the nature of the beast; the informed reader can navigate these spots for himself, accepting them at face value or not. Readers not versed in the era, however, would do well to supplement any short history like this with other sources.

Generalizations aside, Stone indulges in some over-the-top assertions that are provocative and entertaining, but often a stretch: comparing Portugal to Switzerland in 1970 to prove that imperialism doesn't pay; associating the stock market crash of 1929 with the



flawed Treaty of Versailles; stating that the "greatest mistake of the 20th century was made when Germany built a navy designed to attack [Great Britain]."

Stone is also prone to inserting enigmatic asides that seem as much intended to amuse as they are to inform. For example, about the famous episode of the Paris taxis transporting troops to the Battle of the Marne, Stone comments that it was "a great patriotic legend, though the taxis kept their meters running," but does not elaborate further.

World War One is organized chronologically, with one chapter each on "Outbreak" and "Aftermath," and additional chapters for each year of the war. Stone's voice is strong, as noted, and *World War One* does deliver a good overview, including major military operations, in less than 200 pages of text, an impressive accomplishment. Stone avoids the pitfall of the "who won the war" debate and remains relatively neutral. The "Outbreak" chapter is especially strong, providing an excellent presentation of the many factors and pressures that influenced events. The perspective here is wider than in most general histories; discussion of the decline of the Hapsburg and Ottoman empires, and the consequent weakening of central control in the Balkans, was especially resonant, given recent history in that region.

Stone also manages to tackle the social impact of the war. Especially trenchant—and cautionary—are his observations about how German militants set the postwar agenda, avoiding responsibility themselves and making scapegoats of socialists and other opposition groups, leading to the belief that Germany had not been defeated, but betrayed from within, a line that would ultimately lead to Hitler.

Easily overlooked is the final chapter, "Some Sources." It is both illuminating in itself and helpful to understanding *World War One*. Here Stone infers familiarity with primary sources, but explains that he relied mainly on much more recent secondary sources and gives insights into his choices. Given this approach, *World War One* can be seen as a compendium of current threads in Great War scholarship, its contrary view regarding the real effects of the Allied blockade on Germany being a prime example.

This short history would be an especially good companion-read to Correlli Barnett's 1979 short history, *The Great War*, and is worth adding to your bookshelf.

—Edward A. Mueller, USA Ret.

Daring Young Men: The Heroism and Triumph of the Berlin Airlift, June 1948–May 1949. *Richard Reeves. Simon & Schuster. 336 pages; black-and-white photographs and illustrations; map; $28.*

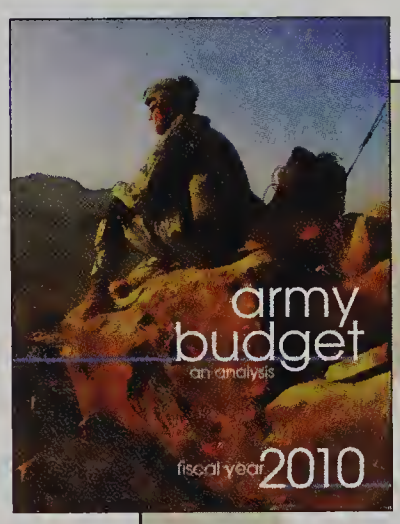
"For 467 days during 1948 and 1949," reads a plaque beneath a C-54 Skymaster at Tempelhof Airport in Berlin, Germany, "the City of Berlin was kept alive by an Airbridge of Allied Aircraft bringing food and other essentials from the West." *Daring Young Men* brings to vibrant life the Berlin Airlift—code-named Operation Vittles by the Americans—telling the stories of those who carried out the operation and those whose lives it saved.

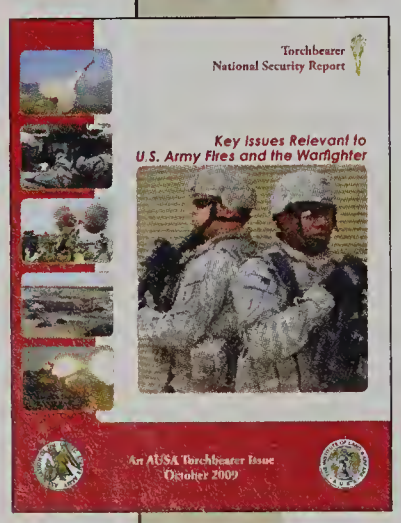
"Four-power Berlin was always a bomb," author Richard Reeves writes. "The place had been ticking almost from the beginning, when the city was divided at American insistence." When the Soviet Union blockaded West Berlin in June 1948, Stalin hoped to force the Allies to abandon either the city of Berlin or plans for a separate West German state, thinking "it was impossible to maintain a desperate city of more than 2 million people by air alone." President Harry S Truman was determined to do just that, however, enlisting 60,000 men and women from the United States and Great Britain—air-



men, mechanics, weathermen, ground controllers, drivers and skilled laborers—to keep the airlift going for more than a year. Many of them were "pulled away from their new lives ... for the second time in five or six years" in order to "feed the people they had been trying to kill, and who had been trying to kill them, only three years earlier."

Using the three 20-mile-wide air corridors over Soviet-occupied territory, Allied planes were soon landing every three minutes at Tempelhof Airport in the American sector. "The daily mix of cargo was determined by American and British engineers and nutritionists," and "on the best days" that meant, among other things, 646 tons of flour for bread, 125 tons of cereal, 109 tons of meat, 180 tons of dried potatoes, 11 tons of coffee, 180 tons of sugar, 19 tons of powdered milk and 5 tons of the real thing for children, 10 tons of cheese, and 30 tons of salt. In the first months of the airlift, the British contributed 29,053 tons of food, "an amazing contribution considering that ... [they] were living under postwar rationing that provided them with little more food than the Berliners were receiving." Throughout the airlift, British





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pilots voluntarily consumed the same rations as their countrymen at home.

Surprisingly, for the most part the Allied pilots encountered little hazing from the Soviets. The planes flew into the tiny Tempelhof airfield with just 17 feet of clearance above an apartment building. Later, they obtained permission to approach above a cemetery. Landings were frequently close calls, especially in winter, when jeeps would have to drive out on the runway, slam on the brakes and see how far they skidded to determine at what point the icy conditions were too dangerous for the planes. Trucks drove right up to the aircraft as soon as they landed to unload and reload as quickly as possible. In foggy conditions, this inevitably led to crashes. One pilot was incredibly lucky: When "all four engines of his C-54 iced up at the same time, he set the plane on a glide path toward Tempelhof and hit hard in Saint Thomas Cemetery and almost miraculously bounced up and over the fence around the field, landing on the runway without even blowing a tire."

The Berlin Airlift was clearly a success. The Soviet blockade ended on May 12, 1949, with Stalin accomplishing neither of his objectives. The last airlift flight was on September 30. The British had flown 542,236 tons and the Americans 1,783,573 tons. U.S. Air Force commander of the airlift, then-Maj. Gen. William Tunner, wrote in his lessons-learned report: "Mass Cargo By Air Feasible." In addition, the necessities of the airlift led to the implementation of the air-traffic controller system for domestic traffic in the United States.

Well-researched and engagingly written, *Daring Young Men* reminds us of the generosity and bravery of those involved in the airlift. Their courage ensured the freedom—and survival—of the people of West Berlin. The Allied effort stymied Stalin's plans, resulting in the partition of Germany into the Federal Republic of Germany (West Germany) and the German Democratic Republic (East Germany) in the fall of 1949, which was manifested in the erection of the Berlin Wall nearly 12 years later.

—Sara Hov

Targeting the Third Reich: Air Intelligence and the Allied Bombing Campaigns. *Robert S. Ehlers Jr. University Press of Kansas. 432 pages; maps; black-and-white photographs; index; $39.95.*



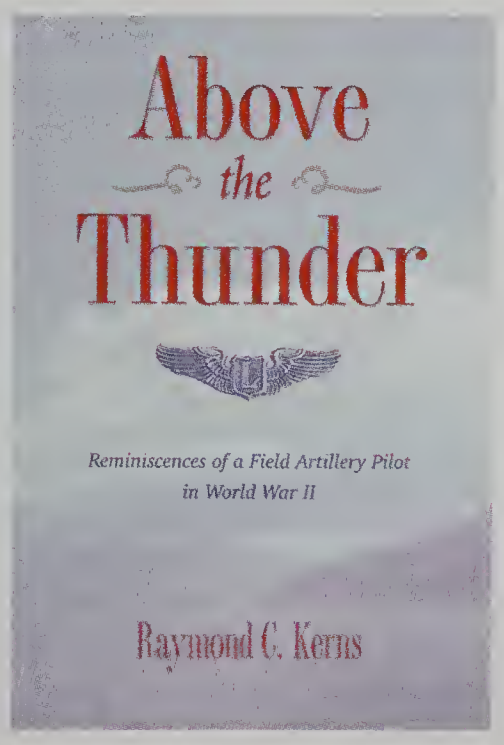
In *Targeting the Third Reich*, Robert S. Ehlers Jr.—professor of military history at the School of Advanced Air and Space Studies, Maxwell Air Force Base, Ala.—examines the role of British and American air intelligence and the Allied bombing campaigns in World War II. Ehlers focuses on three 1944 offensives: the campaign against French and Belgian railroads, which was pivotal in surmounting German resistance in Normandy; the campaign against Germany's oil industry, which affected its fuel production and, therefore, its combat power; and the campaign against Germany's railroads and inland waterways, which undermined its war economy. Ehlers posits that although these campaigns were not "war winners," they shortened "casualty lists and the war in Europe," as the Germans couldn't keep up with "the increasing tempo of bombing and the friction it created."

Allied air intelligence was crucial to the success of the bombing efforts, providing targeting information and post-bombing damage assessments. The honing of air-intelligence analytical skills through successive campaigns—combined with the world's best photo-reconnaissance aircraft and cameras, Ultra intercepts, lower-grade cipher systems, debriefings with refugees from the Continent and other assessment sources—allowed the Allies to send "ever larger heavy bomber forces against the most lucrative target sets," particularly transportation and oil.

Targeting the Third Reich traces the development of air intelligence chronologically, from its beginnings in World War I to doctrinal and technological developments in the interwar period through World War II, when it matured into a "highly effective Anglo-American air-intelligence organization," matching capabilities developed by the British with the aircraft and personnel provided by the Americans. In examining the bombing campaigns from not only an operational but also an air-intelligence perspective, Ehlers provides a fresh look at a critical aspect of the Allied World War II effort.

—Tenley Wadsworth

Above the Thunder: Reminiscences of a Field Artillery Pilot in World War II. *Raymond C. Kerns. Kent State University Press. 328 pages; black-and-white photographs; maps; index; $24.95.*



In his World War II memoir *Above the Thunder,* Raymond Kerns recalls his time as an Army artillery liaison pilot in the Pacific Theater.

Unlike fighter and bomber pilots, liaison pilots were assigned directly to Army ground forces and interacted closely and constantly with ground troops; they were "artillery officers

first, aviators second." Their main duty was calling and coordinating artillery strikes on the enemy; they also dropped supplies, communicated enemy positions to infantry units, flew photo missions, and ferried war correspondents and photographers. The L-4s they flew (modified J-3 Piper Cubs) were ideal for aerial reconnaissance, as the planes' maneuverability, ease of repair and forgiving handling suited rugged terrain and the demands of combat.

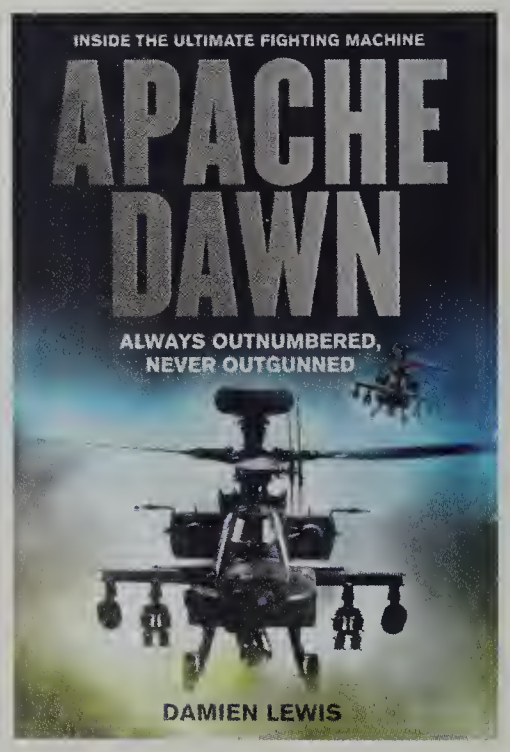
Kerns begins his narrative in Hawaii in 1941, where he witnessed the attack on Pearl Harbor as an enlisted radio operator in the Artillery. During Officer Candidate School the following year, he volunteered for pilot training, becoming one of the many pilots the Army recruited from its own ranks for the new program providing an organic air observation capability to field artillery units. After basic flight training at civilian schools, pilots attended Army flight training, which included such maneuvers as stalls, spins, one-wheeled takeoffs and landings, and flying for miles just a foot above the ground.

Assigned to the 33rd Infantry Division, Kerns arrived in New Guinea in May 1944. His job of observing the enemy was a difficult one, as the Japanese practiced excellent camouflage measures. Often enemy troops were located beyond the range of U.S. artillery; unable to call for artillery fire, Kerns and other pilots carried grenades or rigged up machine guns, trying to do what damage they could to the enemy. (Eventually they had to discontinue such practices, due to regulations that the pilots be armed only with pistols.) Because of their effectiveness at calling for heavy fire to wipe out enemy troops, ammunition and supplies, the pilots were often targets—after one flight, Kerns had 47 bullet holes in his plane. During another mission, his engine died, and he had to crash-land in the ocean. The troops on the ground faced even greater danger, and Kerns and his fellow pilots did their best to alert them if they were walking into ambushes or approaching enemy units.

Kerns' story is told with both pride and regret. He often saved the lives of American ground troops by alerting them to enemy positions, and his call for an artillery strike once took out an entire Japanese battalion. He did not inflict casualties lightly, however; his recollection of dropping a grenade from his plane on a lone Japanese soldier is tinged with regret, and he writes that he is haunted by the image of native islanders—in the wrong place at the wrong time—being wiped out by artillery fire. The emotions that come through in the telling of his story, and Kerns' use of humor in describing fellow soldiers and misadventures, lend authenticity and enrich this account of an important chapter in Army Aviation history.

—Tenley Wadsworth

Apache Dawn: Always Outnumbered, Never Outgunned. *Damien Lewis. St. Martin's Press. 304 pages; map; color photographs; $25.99.*



In *Apache Dawn,* Damien Lewis recounts the 100-day Afghanistan deployment of four British Apache helicopter pilots in the summer of 2007. As part of the NATO Coalition, British forces were spearheading the counterinsurgency campaign in Helmand Province, and the job of the Apaches was to escort Chinook helicopters on casualty-evacuation missions and to find, fix and kill enemy attackers hitting ground troops. The war in Afghanistan marked the operational debut of the British-produced Apache AH Mk1; it would enable a "more mobile form of soldiering," allowing the British to take the fight to the enemy and force them on the defensive.

The four men featured in *Apache Dawn* served with 662 Squadron, Army Air Corps. The narrative, based on interviews with and diaries of the airmen and soldiers involved, begins with predeployment training in England and the United States and follows the men to Camp Bastion, Afghanistan, a "baking slice of moonscape." It is not long before the pilots fly their first casualty-evacuation mission, providing cover for a Chinook. As they monitor Afghans near the landing zone engaging in suspicious—but not overtly hostile—behavior, they face a dilemma prevalent in the war in Afghanistan: If they attack and the men turn out to be innocent civilians, it could undermine civilian support for Coalition efforts. If they do not attack and the men are Taliban operatives, British ground troops are left at risk. It was a judgment call the Apache pilots would make many times during their deployment, since the Taliban purposely blend in with civilians to avoid detection.

As the deployment continues, the Apaches, with their powerful weapons and advanced technology, often make a huge difference in the success of operations and in the protection of ground troops, foiling Taliban ambushes and saving countless lives. In addition to Taliban operatives, the pilots battle fatigue, stress, sandstorms, intense heat and communications malfunctions.

Apache Dawn recounts all of this from the pilots' perspective—the reader is in the cockpit with them as they test their training and weapons in intense combat, and is on the ground afterwards as they decompress and evaluate the mission. Lewis provides a bird's-eye view of Afghan battlefields and the cockpit climate—the danger, constant strategizing, dilemmas, frustrations and successes. *Apache Dawn* is a good choice for readers interested in the Apache pilot's perspective of the war in Afghanistan.

—Tenley Wadsworth

Historically Speaking

Drawing the Line: How the Romans Did It

By BG John S. Brown
U.S. Army retired

As I write this article, our President and his advisors are in deep deliberations concerning Afghanistan. Their debate seems to be comprehensive, wide-ranging and broadly informed. The major issues are at least as old as empire. We rightly do not consider ourselves an empire, yet empires that have gone before us faced grand strategic dilemmas with striking parallels to our own. One recurrent challenge has been drawing the line between territories and interests to defend with the blood of our citizens and those to handle in some other manner. The Romans developed approaches for this.

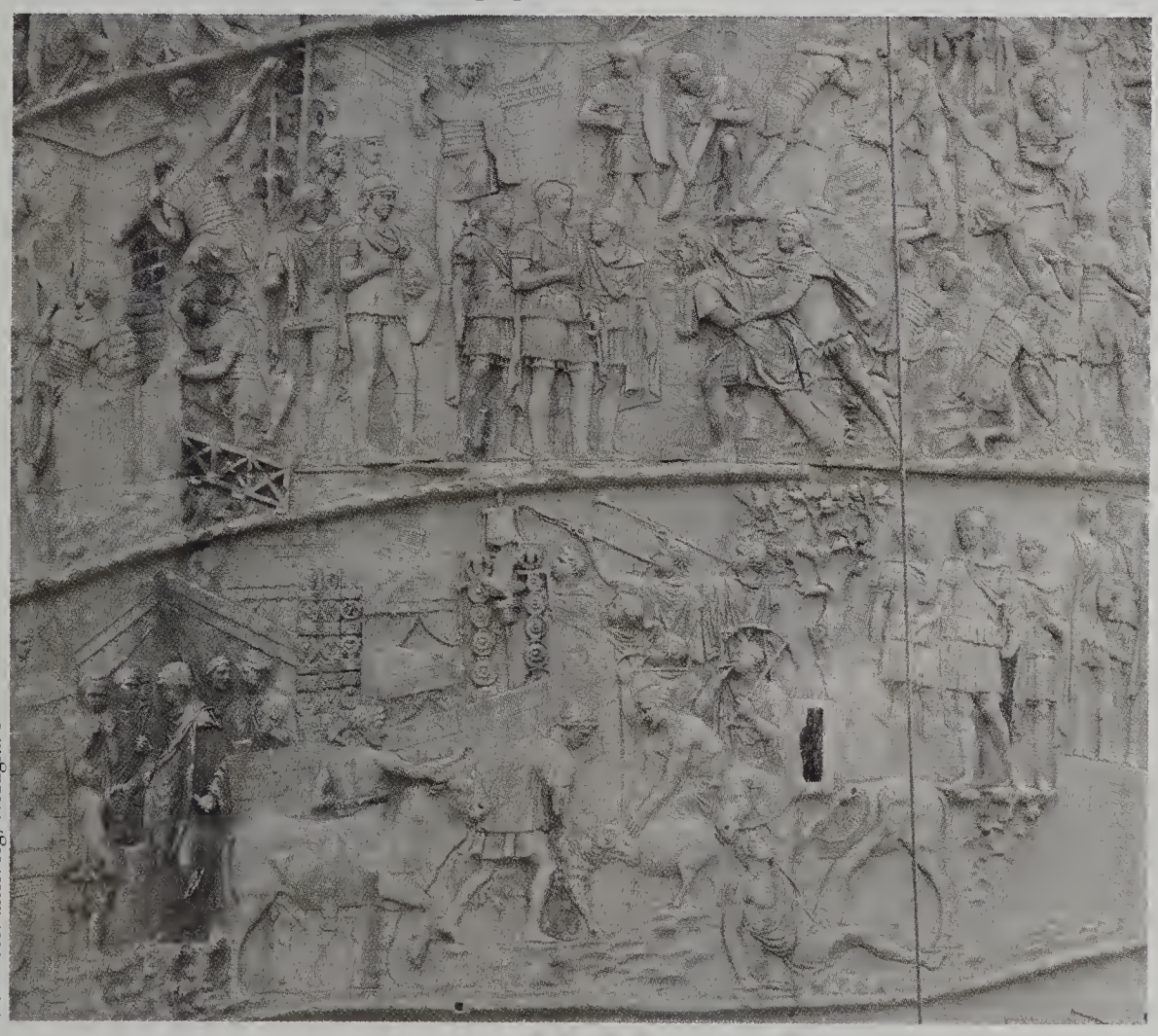
In his superb analysis, *The Grand Strategy of the Roman Empire,* Edward N. Luttwak identified three eras of Roman imperial defense, each with a different approach to troublesome frontiers. From the Late Republic through the reign of Nero (A.D. 54–68), the Romans relied heavily upon a system of client states to secure their frontiers.

Client states were not necessarily puppets—the Roman Senate and the imperial bureaucracy that followed it were sufficiently factious that ties of friendship, kinship and bribery could influence the political process on a client's behalf. Clients also customarily maintained a larger proportion of their population under arms. The Empire at its height maintained perhaps one in a hundred under arms, whereas clients readily achieved 10 times that proportion. Given the geography and the transportation limits of the time, the clients could be potent regional powers.

The overall asymmetry between Rome and its clients was huge, but on the ground in local quarrels the clients proved to be substantial and consequential allies. Caesar and Cleopatra, for example, were rescued from the siege of Alexandria at the eleventh hour by the timely arrival of Mithridates of Pergamum. The Roman army of the time deployed proximate to frontiers, but was largely expeditionary. Clients foiled many threats and much unpleasantness, and Roman expeditionary forces marched to relieve clients under duress just as they marched to relieve their own forces when revolts or external threats emerged.

The Romans did not worry much about the internal governance or "Roman-ness" of their clients. As long as a ruler or government secured trade and enforced law and order, the Romans tolerated a broad range of religious and cultural practices. The Romans used the term *amicitia,* translated as friendship, to describe relationships with their clients. It was not a formal alliance, but did imply that those who visited violence upon Rome's clients were unlikely to die of old age. Beyond the footprint defined by Roman territory and that of its client states lay an expansive and much wilder zone of diplomatic and economic influence. Here the mission was simply to prevent threats from emerging, and the Romans could be Machiavellian when doing so. Their methods included bribery, assassination, playing one tribe against another, intimidation, and brief, but violent, punitive expeditions. The Romans could not rule this territory, but they could ensure that no one of whom they disapproved ruled it either.

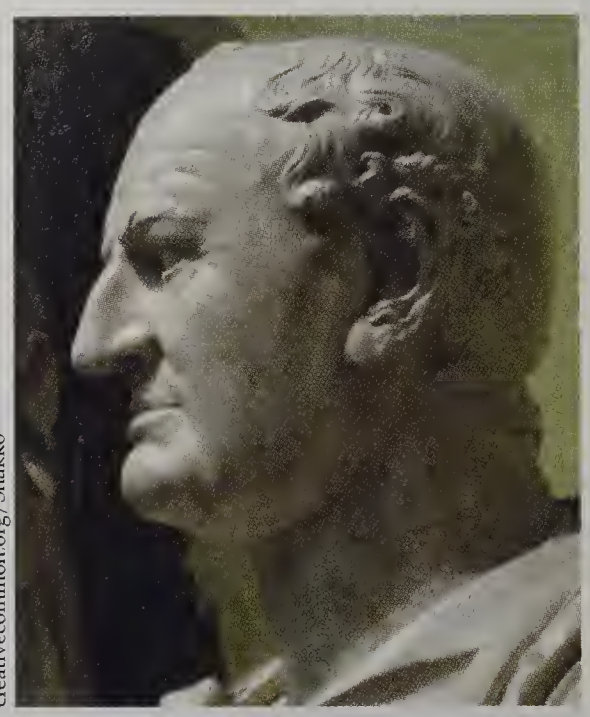
Beginning in the first century, the client system began to break down, by attrition more than design. Dynasties died out, revolts or invasions drew in Roman troops, and commercial interests matured and solidified. The most important client-state populations, at least their elites, were Roman-



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Trajan's Column, completed in A.D. 113 in Rome, commemorates the Emperor Trajan's victory in the Dacian Wars. The 98-foot-high spiral bas relief has inspired numerous victory columns, both ancient and modern.

ized—or, more properly, Greco-Romanized. In general, they accepted direct Roman rule, and one client after another became a province or subprovince of Rome. They paid taxes and, over time, became Roman citizens. The Roman army deployed to defend them. This pushed the Roman frontier, the *limes*, up against the wild barbarians. It also scaled down, to proportions already assumed by the Romans, military participation in the populations of former client states. At first, the trade-offs worked. An expanded tax base enabled the employment of more professional soldiers, who now deployed to more geographically rational frontiers. This eroded much of the expeditionary character of the Roman army. Troops forward-deployed along barbarian frontiers were not readily available elsewhere, and imperial economies diminished the military resources held in reserve. Fortuitously, the Romans considerably overmatched prospective opponents, and hard-nosed policies for preventing threats from emerging beyond the boundaries of civilization remained in place. Indeed, some peoples from beyond the *limes* were sufficiently affected by Roman "soft power" to eventually become Roman citizens themselves.



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The emperor Vespasian ruled the Roman Empire from A.D. 69–79.

The territorial empire began to collapse in the third century for reasons upon which scholars have never entirely agreed. Certainly, recurrent civil wars in the absence of a legitimate electoral system had much to do with it. Troops pulled off the frontiers for internal quarrels invited barbarian incursions that devastated large stretches of territory and reduced revenues. This was in addition to the costs of and losses in the civil wars themselves. Other explanations for the collapse include overtaxation, inflation, import/export imbalances, overbureaucratization, corruption, plague and lead poisoning. It did not help that barbarians and the newly revived Persians acquired increasingly sophisticated and effective military means. During crises, the Romans increasingly relied on defenses based in walled cities and fortified strong points. Punitive expeditions fell upon invaders already within the empire more so than upon emerging threats outside it. Fighting within Roman territory became a prescription for delay rather than victory. Over time, military means shrank as ever more territory became incapable of generating revenues until landholders found it preferable to support local warlords rather than pay for the defense of the empire as a whole.

What advice might the ghost of one capable Roman emperor, Vespasian (A.D. 69–79) perhaps, offer us in present circumstances? He might say: *Afghanistan belongs beyond the* limes, *being too alien, hostile, ungovernable and economically inconsequential to incorporate into our civilization. Bribe, intimidate or seduce the least objectionable mix of warlords to identify and extinguish threats to ourselves and our allies. Punitive expeditions should be violent and brief. We cannot rule the country, but we can ensure that no one objectionable to us rules in it either. Iraq is also alien and hostile, but more modernized and hugely significant economically. It would be a great place for an effective, heavily subsidized client government, without being too squeamish about the nature of that government—or unwilling to pass along from betting on one horse to betting on another. Over time, the soft power of our civilization might bring the people of Afghanistan or Iraq to actually embrace our values. At that time we might reconsider a strategic attitude towards them. Cultural change takes time. Meanwhile, don't let our actual allies, those who do embrace our shared civilization and its values, stack arms and go soft. They should fully participate in their own defense and in those security initiatives from which they benefit.*

We are not, of course, Romans. Our values are different, so our aspirations will be different as well. We seek a world wherein there are no *limes* and no barbarians. Respect for human rights and the rule of law is to be universal, governance is to be in accordance with the wills of the governed, unimpeded commerce is to be global and disputes are to be peaceably resolved. To achieve such lofty principles in the long run, we should probably act in accordance with them up front. The welcome end of the Cold War moved us a long way toward our dream of a better world, but much of that world remains alien and hostile to us, nevertheless. Until exposure, education and logic soften that alienation and hostility, we might take what lessons we can from Vespasian's ghost. ★

***BG John S. Brown**, USA Ret., was chief of military history at the U.S. Army Center of Military History from December 1998 to October 2005. He commanded the 2nd Battalion, 66th Armor, in Iraq and Kuwait during the Gulf War and returned to Kuwait as commander of the 2nd Brigade, 1st Cavalry Division, in 1995. He has a doctorate in history from Indiana University. His book,* Kevlar Legions: Army Transformation 1989–2005, *is forthcoming.*

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Luttwak, Edward N., *The Grand Strategy of the Roman Empire from the First Century A.D. to the Third* (Baltimore, Md.: John Hopkins University Press, 1976)

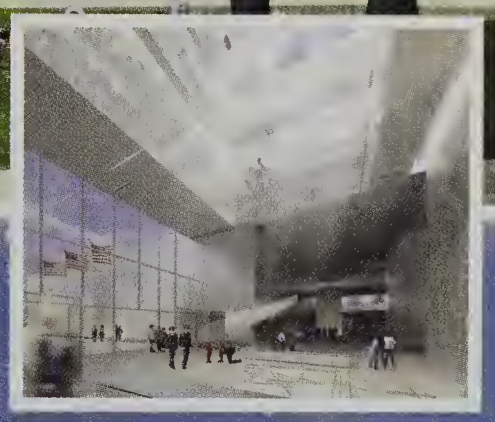
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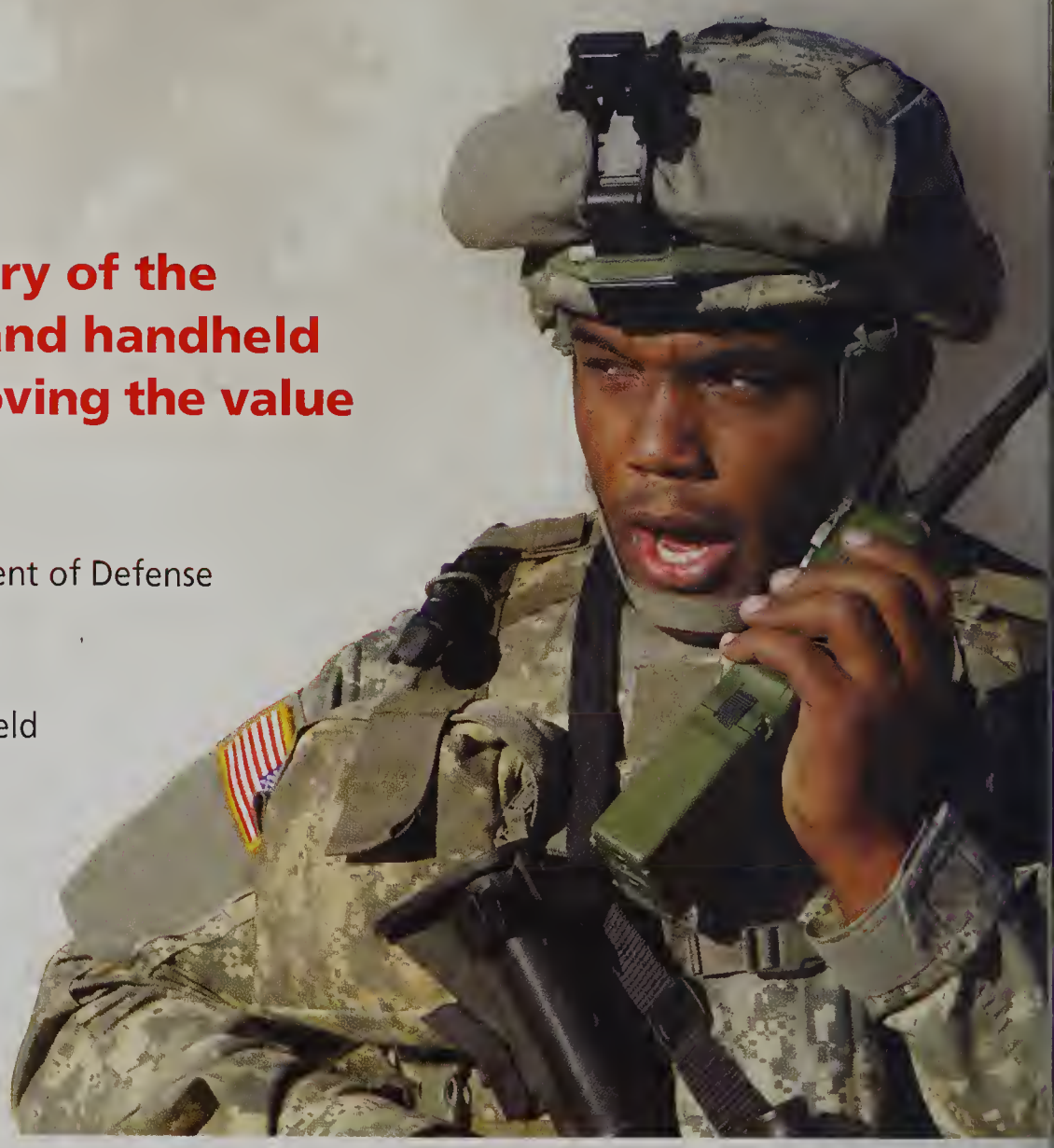
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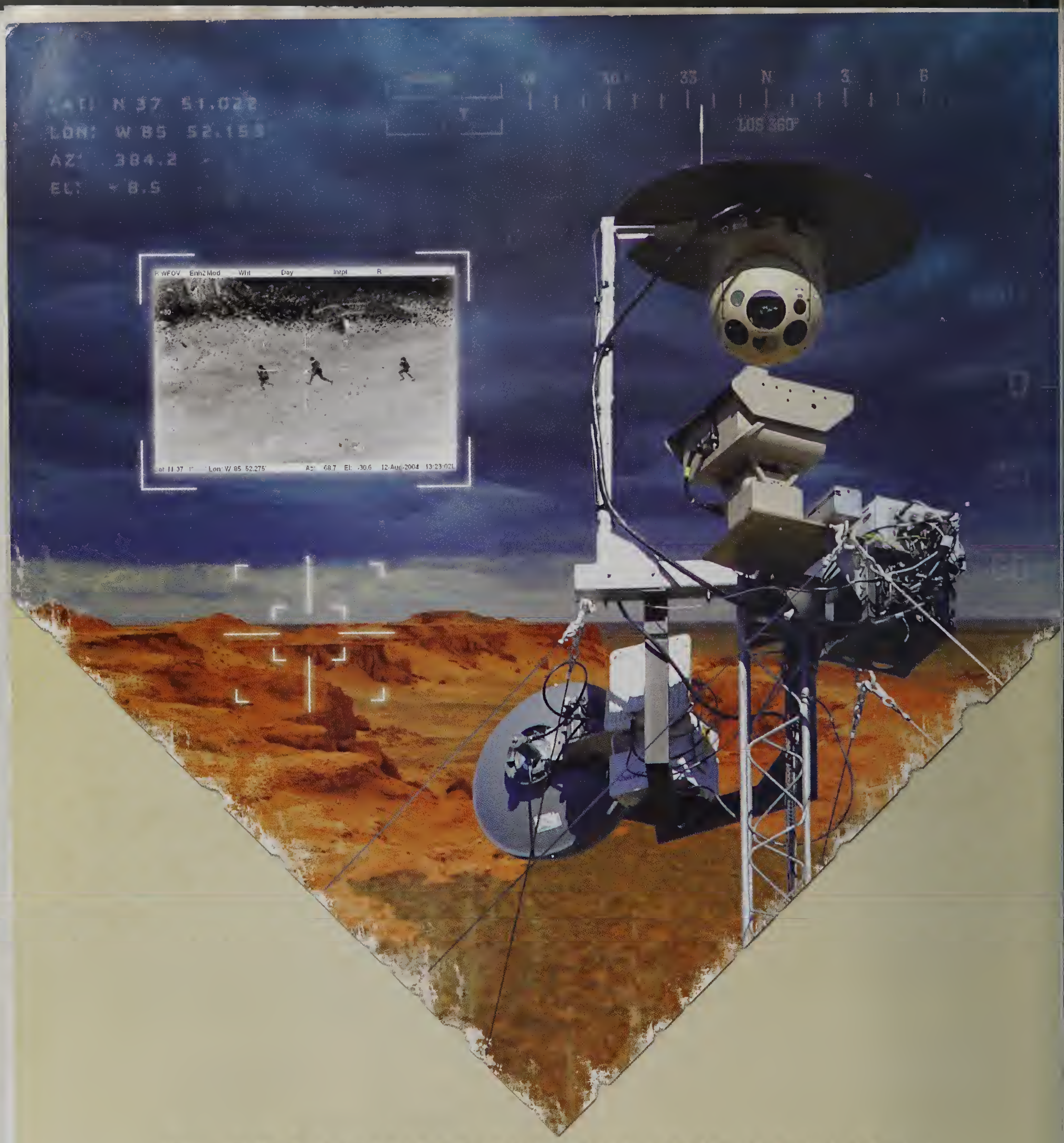
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FRONT & CENTER

Today, We Need Pragmatism More Than Inspiration *By Richard Hart Sinnreich* ***Page 13***

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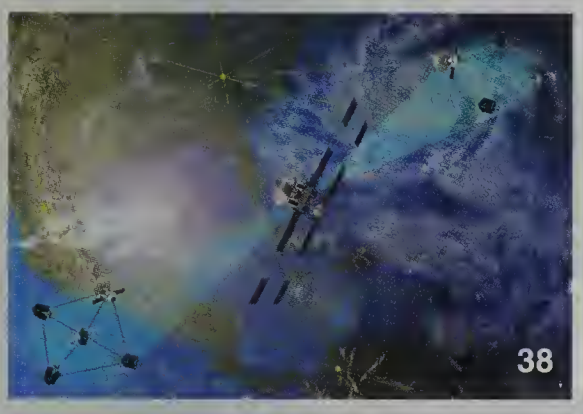


Third Army: Directing Traffic at the Crossroads of Two Wars

Text and Photographs by Dennis Steele

From Camp Arifjan, Kuwait, Third Army orchestrates the Iraq drawdown and the bolstering of forces in Afghanistan while it supplies operations in both theaters.

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Tomorrow's Technology

By Scott R. Gourley

New technologies in the aviation, weapons/platforms and electromagnetic realms offer capabilities that could prove decisive on future battlefields.

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Using Biometrics in Afghanistan

By LTC William C. Buhrow

Task Force Biometrics uses a variety of data-collection systems, including handheld interagency identity detection equipment, to support combatant commanders in Afghanistan.

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From Combat to Healing: The Music of War

By Jonathan Pieslak

Used for centuries to signal commands and maneuver troops, music also inspires troops for combat, boosts morale, and shows promise in treating trauma and post-traumatic stress disorder.

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CompanyCommand—Building Combat-Ready Teams: A Moral Justification for Killing in War

By LTC Pete Kilner

Company commanders are offered an explanation for the morality of killing in war that they can adapt to use in their units.

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Letters

'Preparing for Your Future ...'

■ I read with great interest retired LTG James M. Dubik's open letter to battalion commanders and command sergeants major in the "Front & Center" section of the January issue: "Preparing for Your Future and That of the U.S. Army."

What struck me is how relevant the article is to senior leaders in corporate life. Having been retired from active service for 16 years, I found that every point LTG Dubik makes is apropos to taking care of oneself and of the organization in civilian life. The article really does a great job of giving career advice to all who make the transition from the Army uniform to business dress in civilian careers. The article will easily translate to my next meeting with my senior staff as part of their professional development.

LTC Dave Warren, USA Ret.
New York, N.Y.

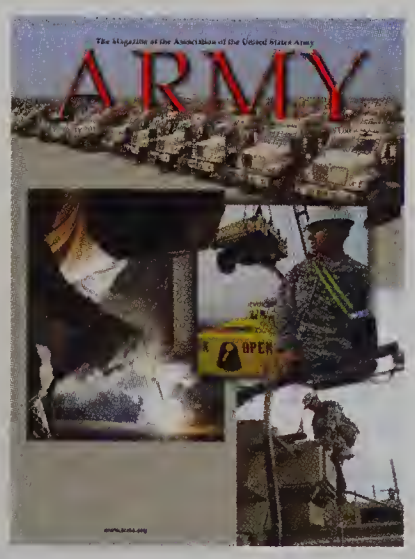
Afghanistan

■ Two "Front & Center" articles by Richard Hart Sinnreich in the November and December issues of ARMY ("The Strategic Debate We Really Should Be Having" and "Confronting an Unhappy and Ominous Precedent") did an excellent job of defining the situation we face in Afghanistan. I believe that he was also debunking the comparison of the conflict in Afghanistan to that in Vietnam; each war does—or should—stand on its own parameters. Comparing Afghanistan to Vietnam is, in my opinion, a measure to arouse emotions rather than present logical facts. We need, however, to raise the debate about our involvement in the war in Afghanistan to a higher level.

Our currently announced mission in Afghanistan is to help stabilize the government. This is not the best mission for a military force. My opinion is that for success, a joint mission of the Departments of State, Justice, Defense—and possibly others—is required as well as negotiated requirements for our involvement with the host government. Other allied nations need to also specify their involvement, as none seem to want to take the lead.

It should be remembered that our involvement in Vietnam started after World War II when President Eisenhower sent "advisors" to the Republic of Vietnam to build and train the Vietnamese army. The Vietcong took a liking to killing American advisors, however, so President Kennedy took the step of ordering our advisors to "defend themselves." Events escalated from there. This should have proved that advisory and training teams need

This Month's Cover



Scenes from activities under operational control of Third Army/U.S. Army Central depict the expanse of work necessary to fulfill Third Army's current primary mission of sustaining the fights in Iraq and Afghanistan while also overseeing the redeployment/retrograde from Iraq—and the linked refitting of the Army—along with the ongoing troop reinforcement of U.S. Forces-Afghanistan. Top, first-generation mine resistant ambush protected vehicles await transportation from Kuwait to U.S. Army training centers. Center left, a worker at a forward repair facility in Afghanistan welds a part. Center right, a soldier watches over a ship being loaded with equipment in Kuwait. Bottom, a soldier serving with a route-clearance engineer unit remissioned from Iraq to Afghanistan checks his vehicle. The story begins on page 18. *(Cover photographs by Dennis Steele)*

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We are not fighting Afghans. We are not in Afghanistan to occupy it. Then why are we fighting there? Who is our enemy?

Our enemy is a stateless bunch of criminals who totally disregard the sovereignty and boundaries of established nations: al Qaeda and its affiliate, the Taliban. They have declared war on the United States. How many individuals and institutions in the United States have taken this declaration seriously, and how many see it as a joke? Their goal, to echo the last line of Sinnreich's November column, is for Americans to "end up speaking another tongue."

An amateur historian, I cannot recollect reading about a situation in the entire history of the world similar to the one we currently face. My support goes to our leaders who are racking their brains to determine courses of action to take in a situation unique in history.

It would help if our politicians and the media would get more involved in explaining the situation to the American people and forget political games. The common paradigm of war—World War II—needs to be abandoned. In an unconventional war (a more apt term than *asymmetrical* or other terms in use), you are *not* fighting a uniformed, organized force. There are no front lines. The unhappy truth, which must be recognized, is that the combatants are, in many cases, armed civilians, and the deaths of these combatants are used as anti-U.S. propaganda.

The debate should be, "Are we willing to confront these terrorist organizations? Are we willing to pay the price, including time, to check and defeat these organizations? How and what operations will be most successful to accomplish these missions? What would be the consequences if we do not confront them?" Afghanistan is really only a current "hot AO" (area of operations). Many years ago, I learned that for unconventional (guerrilla) forces to be successful, they require a secure base, which can be inside or outside the operational area. Since the two Sinnreich articles were published, Yemen has emerged as another potential "hot AO"; it seems al Qaeda is decentralizing. Either the Afghanistan-Pakistan border or Yemen is emerging as the secure base required. Consequently, any debate should be on confronting terrorism and should not be country-centric.

MSG Thomas Sloan, AUS Ret.
Hollywood, Fla.

Kudos

■ With my Pittsburgh Steelers eliminated from this year's Super Bowl competition, I settled down one Sunday afternoon to read the December issue of ARMY Magazine. As I neared the end of that read, it dawned on me that this was the most comprehensive and informative issue that I have encountered in my several years of AUSA membership! From "In Memoriam" to "Historically Speaking," each article had something meaningful to say and said it well. My congratulations on a job exceptionally well done.

Bart Osborne
Palm Desert, Calif.



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The Army Uniform

■ Recent letters published in ARMY Magazine urging Army leaders to prohibit the wearing of Army combat uniforms (ACUs) in public venues demonstrate why wearing the ACU in public venues is absolutely the right thing to do. Our armed forces are at war. The daily casualty reports from multiple fronts reinforce that fact with somber clarity. One need not study U.S. history very long, however, to realize that while our armed forces are at war, our country is not.

An excellent March 2008 online blog posting by Brett and Kate McKay titled "What Happened to Wartime Sacrifice?" makes the point that a war in which the citizenry is not asked to sacrifice something—to feel the impact of war—is a war that lulls the citizenry into complacency. There is no doubt that both our leaders and the majority of Americans have become complacent. While our military (and civilian) personnel die on foreign soil in an effort to prevent future terrorist attacks at home, our elected officials debate health care, environmental policy, the definition of torture, economic stimulus and so on. The actions of our elected officials, and by association their constituents, reflect their real priorities. No sacrifice? No problem. Pay lip service to the troops while taking months to assess a field commander's recommendation? No problem. No one will care because the impact of the delayed decision is not felt at home.

By wearing the ACU in public venues, our Army leadership has made a decision to gently send the message that while our country pretends not to be at war, our Army is most definitely at war. It might make some uncomfortable. Good! At least those who are "uncomfortable" here at home can be so after taking a hot shower and while eating a hot meal and without having to keep constant vigil for improvised explosive devices and snipers. I applaud the Army leadership on this issue and encourage them to continue to wear the ACU in every public forum possible.

LTC WILLIAM R. MASON, USA RET.
Allen, Texas

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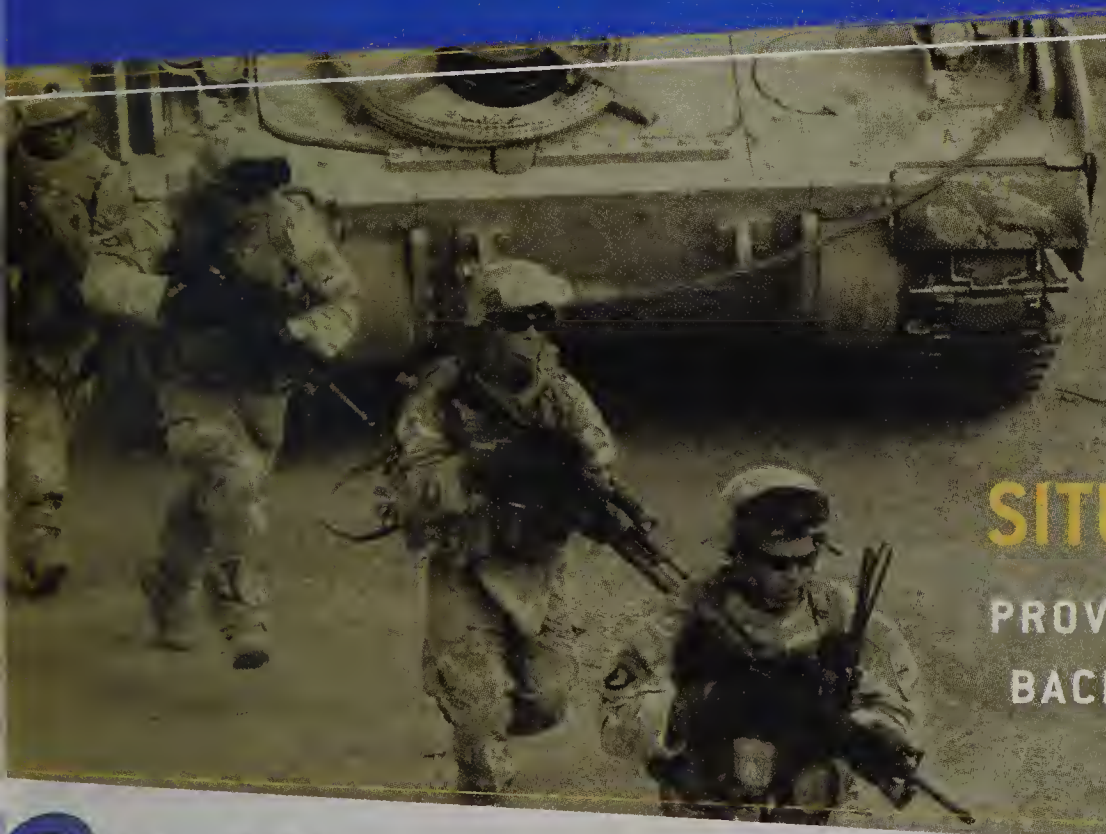
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Washington Report

President Signs 2010 Defense Appropriations Act

President Barack Obama signed into law in December the fiscal year (FY) 2010 Department of Defense Appropriations Act, which funds military programs, wartime operations in Iraq and Afghanistan, and an increase in military pay. The House of Representatives passed the defense budget on December 16, almost three months behind schedule; the Senate approved it during a rare early-morning Saturday session three days later, and the President signed it the same day. The $636.3 billion legislation provides $128.3 billion for operations in Iraq and Afghanistan and a 3.4 percent military pay raise.

The legislation allots $101.1 billion—$2.3 billion less than requested—for operations and maintenance, and military personnel requirements for ongoing operations in Afghanistan and Iraq, as well as to support preparations to continue withdrawal from Iraq. More than $23 billion—$1.7 billion above the request—is allotted for equipment used in Afghanistan and Iraq by U.S. servicemembers. The legislation does not address the President's new Afghanistan security strategy; the 30,000 additional troops he has committed to Afghanistan will likely cost $30 to $40 billion, funds the White House has not yet requested.

Among other provisions of the Defense Appropriations Act are:

- $29.2 billion for the Defense Health Program to provide quality medical care for servicemembers and their families, and to address DoD's $372 million request for military medical research and $120 million for traumatic brain injury and psychological health research, among other financial challenges facing the program.
- $472.4 million for family advocacy programs and full funding for the family support and yellow ribbon programs.
- $154 billion for the defense operation and maintenance account to increase troop readiness and training.
- $104.4 billion for procurement of military equipment and $80.5 billion for research and development, which includes: $526 million for situational awareness upgrades to 353 Bradley fighting vehicles; $364 million for Stryker combat vehicles; more than $3.3 billion to increase and improve the military's fleet of helicopters, including $326 million for 54 light utility helicopters, $1.26 billion for 79 UH-60 Black Hawk helicopters and $882 million for 27 CH-47 Chinook helicopters; $498 million for procurement of medium tactical vehicles and $613 million for the procurement of heavy tactical vehicles; and almost $2.3 billion for continued development of the restructured Future Combat Systems program.

MILCON and VA Spending. The Military Construction and Veterans Affairs Appropriations Bill was part of a huge fiscal year (FY) 2010 consolidated appropriations bill that was signed into law in December. It provides $23.3 billion for military construction and family housing, and $1.4 billion for military construction projects in support of the war in Afghanistan. The bill also provides $53 billion in discretionary funding for the VA as well as $56.6 billion for mandatory VA programs.

For the active components, the military construction funding includes $11.8 billion for barracks, child-care centers, installation chapels and mission-critical operational facilities as well as $350 million to accelerate the Army's program to modernize troop-housing facilities for trainees. The legislation also allocates $1.6 billion to provide readiness centers and operational facilities for the reserve components, and an additional $200 million in construction funding to address critical needs.

To further eliminate inadequate military housing, the legislation assigns nearly $2.6 billion for family housing, including $323 million for the Homeowners Assistance Program, which provides mortgage relief for military families who must sell their homes at a loss.

The FY 2010 VA budget of $109.6 billion is more than $15 billion larger than that of FY 2009. In accordance with the Veterans Health Care Budget Reform and Transparency Act that became law in October, the legislation includes $48 billion in advance funding due October 1, 2010, regardless of when the FY 2011 budget is actually passed. The $45.1 billion provided for veterans' medical care includes:

- $250 million to continue the Rural Health Initiative and an additional $30 million to increase the number of community-based outpatient clinics in rural areas for those veterans who lack access to VA hospitals.
- $4.6 billion for mental-health care to treat psychological disorders, including post-traumatic stress disorder, of returning combat veterans.
- $2.1 billion to meet the health-care needs of veterans who have served in Iraq and Afghanistan.
- $183 million to women veterans' programs.
- $5.9 billion for both institutional and home-based long-term care for aging veterans and those severely wounded in Iraq and Afghanistan.
- $3.2 billion for health care and support services for homeless veterans.
- $581 million for medical and prosthetic research.

The legislation also provides $1.9 billion for VA construction programs, including $1.2 billion for major construction such as hospitals and clinics and $703 million for minor construction including the renovation of vacant buildings on VA campuses to house homeless veterans.

A $1.7 billion appropriation for general operating expenses will enable DoD to hire about 1,200 additional claims processors to whittle down the backlog of benefits claims and reduce the processing time of new claims.

News Call

Afghanistan Operations

As the first of 30,000 additional U.S. troops surge into Afghanistan, Army leaders are calling for changes in intelligence gathering, an increase in the use of special operations forces to marginalize the insurgency, and the expansion of safe areas for the Afghan people, and they warn that violence will escalate as the surge moves forward. The bulk of the additional U.S. troops are slated to arrive in Afghanistan by summer's end.

MG Michael T. Flynn, director of intelligence for the International Security Assistance Force (ISAF) in Afghanistan, has ordered an overhaul in how intelligence is gathered and analyzed there.

The U.S. military is increasing the missions of clandestine special operations forces in Afghanistan, and, on orders from ISAF commander GEN Stanley A. McChrystal, those teams are focusing more on killing, capturing or turning militants against the insurgency than on hunting al Qaeda leaders. As part of GEN McChrystal's new strategy, conventional forces in Afghanistan are staying closer to population centers to help ensure their safety, while special operations teams can roam widely. GEN David H. Petraeus, commander of U.S. Central Command, told the Senate Foreign Relations Committee in December: "We actually will be increasing our counterterrorist component of the overall strategy" and, in the spring, will have additional "mission force elements" to kill or capture the enemy.

LTG David M. Rodriguez—commander of the ISAF Joint Command, which oversees day-to-day operations of Coalition forces in Afghanistan—says the troop surge will expand and connect areas of the country that are now safe and will open roads targeted by insurgents, especially between the farmland in Helmand Province and the Pakistan border and between the cities of Kandahar and Kabul. The recruiting, equipping and training of Afghan security forces—particularly the national police—remains another focus.



A U.S. Army CH-47 Chinook helicopter from Task Force Talon, 82nd Combat Aviation Brigade, drops off supplies at an Army outpost in the Arghandab River Valley in Kandahar Province, Afghanistan.

DoD/MSgt. Juan Valdes, U.S. Air Force

Commanders acknowledge that violence will escalate and casualties will increase as troops arrive and push into Taliban-controlled areas. GEN Petraeus told the Senate Foreign Relations Committee that the next six months will be difficult and advised that it will be important to "withhold judgment on the success or failure of the strategy in Afghanistan until next December."

Deployments

Operation Enduring Freedom: The 1st Brigade Combat Team, 10th Mountain Division, Fort Drum, N.Y., and the 2nd BCT, 101st Airborne Division, Fort Campbell, Ky., will each deploy with approximately 3,400 soldiers in the spring and summer.

Operation Iraqi Freedom: Approximately 2,600 soldiers with the 29th Combat Aviation Brigade, Maryland Army National Guard, will begin deploying in the summer of 2011 as part of the regular rotation of forces.

U.S. Prepares for Iraq Drawdown. On January 1, 2010, U.S. Forces-Iraq (USF-I), a new single headquarters for all U.S. forces in Iraq, stood up at Camp Victory in Baghdad. The new command replaces Multi-National Force-Iraq (MNF-I), Multi-National Corps-Iraq, Multi-National Security Transition Command-Iraq and Task Force 134, all of which were deactivated. U.S. Central Command commander GEN David H. Petraeus said during the ceremony that USF-I "represents another important milestone in the drawdown of American forces." There are now 110,000 U.S. servicemembers in Iraq; by the end of August, there will be fewer than 50,000.

GEN Raymond T. Odierno, who commanded MNF-I and will lead USF-I, assured the more than 300 U.S. and Iraqi servicemembers and civilians who attended the activation ceremony that "the support we give our Iraqi partners will be no different [from that which] they received under MNF-I." GEN Odierno believes the Iraqis are well on their way to assuming full responsibility for their security, as the United States is now assist-

ing while the Iraqis take the lead.

The number of incidents in Iraq is the lowest it has been since the war started in 2003; December was the first month since 2003 with no U.S. combat fatalities. At a Baghdad press conference in December, GEN Odierno said that "al Qaeda has changed from a broad-based insurgency to a covert terrorist organization," and its high-profile attacks, such as the massive blasts in Baghdad in December, are attempts to delegitimize the government and disrupt the national elections now set for March 7. The U.S. military has warned of a possible rise in violence before the voting, but GEN Odierno believes it will have no effect on the drawdown schedule. He said in January that he expects a period of negotiation after the election and that the new Iraqi government will not be seated in May, but he will review the situation then. If it is stable, he plans to begin moving troops out of Iraq at a rate of about 12,500 troops a month.

Progress will continue throughout the drawdown; GEN Odierno said that the Iraqis are dealing with internal threats well, but need a couple of years to develop capacity to defend their country from external threats. The U.S. military will continue to work with Iraqi forces to develop their capabilities until December 31, 2011, when all U.S. forces are slated to leave Iraq.

Army Casualties in Iraq

The following U.S. Army soldiers were reported killed in Operation Iraqi Freedom from December 1 to December 31, 2009. All names have been released through the Department of Defense; families have been notified.

PFC Derrick D. Gwaltney, 21
PFC Jaiciae L. Pauley, 29
PVT Jhanner A. Tello, 29

Army Casualties in Afghanistan

The following U.S. Army soldiers were reported killed in Operation Enduring Freedom from December 1 to December 31, 2009. All names have been released through the Department of Defense; families have been notified.

SSG David H. Gutierrez, 35
SSG Dennis J. Hansen, 31
SPC Jason M. Johnston, 24
SGT Kenneth R. Nichols Jr., 28
SGT Elijah J. Rao, 26
SSG Ronald J. Spino, 45
SGT Albert D. Ware, 27

Agribusiness Handbook. The Center for Army Lessons Learned (CALL) at Fort Leavenworth, Kan., has released a new publication, *Agribusiness Development Teams in Afghanistan*. The handbook contains input from current and previously deployed agribusiness development teams (ADTs) composed of National Guard members with strong civilian backgrounds in farming or related agricultural businesses and who volunteer to provide training and ad-



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vice to Afghan universities, provincial ministries and local farmers.

An initiative of the National Guard Bureau, the ADT program has been used successfully in Central America for about 20 years. Each team of 58 members teaches locals how to expand their skills and how to sustain agricultural improvements. The new handbook will help in Afghanistan, where ADTs are contributing to the efforts to reach out to locals and develop agriculture there.

Agriculture accounts for 45 percent of Afghanistan's gross domestic product, and more than 80 percent of the population is involved in farming or herding.

The ADT program in Afghanistan began with the Missouri National Guard in 2007; as of late 2009, there were eight teams on the ground, with several more preparing to deploy. The teams are mainly focused on the central and northeastern areas of the country. Their efforts have included developing clean and sanitary slaughter facilities, teaching Afghans how to build wind turbines, replanting pomegranate trees, setting up a fruit-and-vegetable canning plant, rechanneling waterways for irrigation and expanding the beekeeping industry.

The handbook, which includes lessons learned in performing such wide-ranging tasks, is available on the CALL web site at http://call.army.mil.

Transformation in Korea. On April 17, 2012, U.S. Forces Korea will shift operational control of all forces on the peninsula, U.S. and Korean, to the Republic of Korea (ROK). The United States will take a supporting role moving forward.

In December, U.S. Army officials met at Yongsan Garrison, South Korea, to discuss the Eighth Army's leading role in the upcoming transformation, the most significant in the 60-year alliance of the United States and ROK. Leaders from the Department of the Army, Eighth Army and U.S. Army Pacific talked about the repositioning of U.S. Army forces south of the capital city of Seoul to hubs in Pyeongtaek and Daegu as well as the normalization of tours on the peninsula.

In a December DoD Bloggers Roundtable, GEN Walter (Skip) Sharp, commander of U.S. Forces Korea, said the U.S. commitment and capabilities will not change with the transition. The number of U.S. forces of all services on the peninsula—approximately 28,500—will remain the same for the foreseeable future. GEN Sharp said that he believes the ROK-U.S. alliance is the strongest in the world, and he will work to strengthen it further.

He noted that tour normalization—two- and three-year tours with families instead of one-year unaccompanied tours—is improving quality of life on the peninsula. The number of command-sponsored families in Korea is 3,700, GEN Sharp said, up from 1,700 official command-sponsored families during the summer of 2008. By the close of 2010, he anticipates 4,900 command-sponsored families will live on the peninsula; that number will grow—as facilities are completed—to 14,000 command-sponsored families.



GENERAL OFFICER CHANGES*



LTG T.P. Bostick from Spec. Asst. to the CoS, Army, USA, Washington, D.C., to Dep. CoS, G-1, USA, Washington, D.C.



LTG R.L. Caslen Jr. from CG, 25th Inf. Div., Schofield Barracks, Hawaii, to CG, CAC, Fort Leavenworth, Kan.



MG B.S. Champoux from Chief, Legislative Liaison, OSA, Washington, D.C., to CG, 25th Inf. Div., Schofield Barracks.



MG J.A. Macdonald from Dep. CG, USF-A, OEF, Afghanistan, to Asst. CoS, C-3/J-3, UNC/CFC/USFK/ Dep. CG, Eighth U.S. Army, Korea.



MG W.C. Mayville Jr. from Dep. CG (Spt.), 82nd Airborne Division/ CJTF-76, OEF, Afghanistan, to Dep. CoS, Strategy Plans and Assessments, ISAF, OEF.



MG T.P. McHale from Dir., Logistics Ops., DLA, Fort Belvoir, Va., to Dep. CG, USF-A, OEF.



MG W.H. Wade II, ARNG, from TAG, JFHQ, CANG to Dep. CoS for Ops., JFC-Naples, NRF, Naples, Italy.

Brigadier Generals: **(P) D.R. Hogg** from Dep. CoS, Ops., ISAF, OEF to Dep. CG, CSTC-A, OEF; **C.L. McGuire** from Dir., Senior Leader Development, OCSA, Washington, D.C., to Provost Marshal/CG, CID, Washington, D.C.; **A.S. Miller** from Dep. Dir. for Spec. Ops., J-37, The Jt. Staff, Washington, D.C., to Cmdr., CFSOCC-A, OEF; **N.P. Tooliatos,** AR, from Cmdr., 5th BCTB, 75th BCTD, Camp Parks, Calif., to Dep. CG, 1st TSC, Kuwait; **P.B. Zwack** from Spec. Asst. to the CG, USAREUR and Seventh Army, Germany, to Mil. Exec., NGA, Bethesda, Md.

■ ***AR**—Army Reserve; **ARNG**—Army National Guard; **BCTB**—Battle Command Training Brigade; **BCTD**—Battle Command Training Division; **CAC**—U.S. Army Combined Arms Center; **CANG**—California National Guard; **CFC**—Combined Forces Command; **CFSOCC-A**—Combined Forces Special Operations Component Command-Afghanistan; **CID**—U.S. Army Criminal Investigation Command; **CJTF-76**—Combined Joint Task Force-76; **CoS**—Chief of Staff; **CSTC-A**—Combined Security Transition Command-Afghanistan; **DLA**—Defense Logistics Agency; **ISAF**—International Security Assistance Force; **JFC**—Joint Forces Command; **JFHQ**—Joint Force Headquarters; **NGA**—National Geospatial-Intelligence Agency; **NRF**—North Atlantic Treaty Organization Response Force; **OCSA**—Office of the Chief of Staff, Army; **OEF**—Operation Enduring Freedom; **OSA**—Office of the Secretary of the Army; **TAG**—The Adjutant General; **TSC**—Theater Sustainment Command; **UNC**—U.N. Command; **USAREUR**—U.S. Army Europe; **USF-A**—U.S. Forces-Afghanistan; **USFK**—U.S. Forces Korea.*

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Front & Center

Today, We Need Pragmatism More Than Inspiration

By Richard Hart Sinnreich

One remark by President Barack Obama during his interview December 13 on CBS's "60 Minutes" was especially noteworthy. Replying to criticism that his speech at West Point two weeks earlier announcing additional troop deployments to Afghanistan was too dispassionate and insufficiently inspiring, he commented, "One of the mistakes that was made over the last eight years is for us to have a triumphant sense about war. There was a tendency to say, 'We can go in, we can kick some tail, this is some glorious exercise,' when in fact, this is a tough business."

He expressed essentially the same view in his Nobel acceptance speech in Oslo, insisting that "the soldier's courage and sacrifice is full of glory, expressing devotion to country, to cause, to comrades in arms, but war itself is never glorious, and we must never trumpet it as such." Even though war occasionally is necessary, he argued, "at some level [it] is an expression of human folly."

Some will recall that Obama's acknowledgment of that ambivalence predated his election as President. In October 2002, speaking against the proposed invasion of Iraq, he declared, "I don't oppose all wars. ... What I am opposed to is a dumb war ... a war based not on reason but on passion, not on principle but on politics."

Students of theorist Carl von Clausewitz might have reminded Obama that all wars are about politics. But in his assertion of the need to discipline passion with reason, the President was on firm Clausewitzian ground. "The first, the supreme, the most far-reaching act of judgment that the statesman and commander have to make," wrote Clausewitz, "is to establish ... the kind of war on which they are embarking."

All that's academically interesting, but doesn't answer critics who complain that Obama failed to accompany his decision to reinforce Afghanistan with words calculated to inspire either the nation or the troops. Reasons are all very well, they insist, but where's the call to arms?

It might be objected that, eight years into a war that we largely ignored for seven, it's a bit late for a call to arms. There certainly have been moments when such rhetorical flourishes were appropriate and maybe even necessary. Franklin Delano Roosevelt's "Day of Infamy" speech after the attack on Pearl Harbor may have been the exemplar, and George W. Bush's address to Congress after 9/11 was not far behind.

Both, however, responded to and sought to focus public anger and indignation. Contrast them with two much more somber messages: Lincoln's April 1861 call for troops to deal with "combinations too powerful to be suppressed by the ordinary course of judicial proceedings," and Churchill's grim warning that "I have nothing to offer but blood, toil, tears and sweat." No soaring rhetoric in either case—just sober assertion of the need to do a difficult and unpleasant job.

That's not far from what we heard from the President at West Point, with more justification. Stabilizing Afghanistan in order to defeat al Qaeda may be an important security objective. But it clearly isn't an existential requirement, and any effort to sell it as one after seven years of relative military neglect would be wholly unconvincing. As for the Afghans, while they may deserve a chance to build themselves a stable government, Americans know very well that, whether or not they succeed, the United States will endure.

As for the troops, one thing they don't need right now from their Commander in Chief is a "hooah" speech. As any veteran will confirm, nothing is more sensitive than a soldier's BS detector, and any rhetorical effort at this point to turn Afghanistan into another crusade for freedom would register off the dials.

Instead, what soldiers most want and minimally deserve to hear from their leaders is a clear mission, frank recognition of the difficulties it involves and assurance that the means needed to execute it will be forthcoming. The President's West Point speech satisfied all three requirements.

In a broader sense, Obama's Nobel acceptance speech did the same thing for foreign policy. It's much too early to speak of an Obama Doctrine, and it isn't clear that this President would relish one in any case. So far, he has shown himself nothing if not pragmatic, and doctrines have a bad habit of degenerating into dogma.

Instead, given the range of foreign policy challenges we face today, Obama might be wiser to emulate Prussia's Otto von Bismarck, to whom one perceptive analyst attributed "a conscious flexibility in achieving his ends, and quite possibly flexibility in framing the ends themselves; in short, a coldly unsentimental understanding of the state's interests and how to pursue them."

As for inspiring the troops, the definitive statement on the subject may have been one of Bill Mauldin's World War II cartoons showing a general standing near an infantry foxhole blithely surveying the battlefield, prompting one of the foxhole's grimy occupants to ask plaintively, "Sir, do ya hafta draw fire while yer inspirin' us?" Now that's a sentiment with which most soldiers past and present probably would identify. □

Richard Hart Sinnreich *writes regularly for* The Lawton *(Okla.)* Sunday Constitution. *This article originally appeared in the December 27, 2009,* Lawton Constitution *and is reprinted by permission of the author.*

What's Next?

By LTG James M. Dubik
U.S. Army retired

Al Qaeda in Iraq has been reduced drastically, but as recent attacks have shown, it retains a residual capability. Offensive operations on both sides of the Afghanistan/Pakistan border have a good probability of reducing the threat in both countries, but these will be tough fights with uncertain outcomes. The intelligence, special operations forces and police forces of several countries are watching closely to ensure that Osama bin Laden and other senior al Qaeda leaders do not relocate. Even if we do capture or kill them, however, al Qaeda as a movement is not likely to fade away. So how should we be thinking about what's next?

Most importantly, we cannot forget that al Qaeda and their associates embody a physical threat to Americans at home and abroad, and they aim to control an area of the world vital to U.S. security interests. Those who bombed the World Trade Center in 1993 and our African embassies in 1998; plotted the attack on the Los Angeles International Airport in 1999; killed our sailors on the USS *Cole* in 2000; attacked New York and Washington, D.C., on September 11, 2001; were thrown out of Afghanistan at the point of our guns and bombs; rushed into Iraq to establish a Taliban-like state but were stopped by the surge's counteroffensive; are attempting to replace the government in Pakistan; and support the return of the Taliban in Afghanistan—they remain our enemies.

Al Qaeda and their associates are not terrorists in the same sense as those who hijacked aircraft and took host-ages in the 1980s. Rather, they seek to undermine and replace many states within the region of the greater Middle East and Central Asia—hence the multiple alliances and network of affiliates. Furthermore, when (in their minds) they succeed in these regions, they intend to take their insurgency elsewhere. Using open-source information, anyone can map al Qaeda-affiliated groups and see that the network is global. One can also use unclassified sources to plot al Qaeda operations over the past decade and read al Qaeda's long-term objectives and strategy in their own words.

Al Qaeda has combined a classic decentralized, insurgent modus operandi that takes advantage of local conditions from a carefully crafted and focused "home office" with a global eye. It has also figured out how to operate in the space between the West's understanding of *war* and *crime*. Although pushed out of the Sudan, forced out of Afghanistan, diminished in Iraq, put under pressure in Pakistan, and continually hounded internationally by intelligence, special operations forces and police, al Qaeda has remained focused on its strategic aims: to ruin our economy via protracted war and thus diminish Western influence in the Middle East; to replace Arab apostates with its brand of an Islamic caliphate; to eliminate Israel; and to expand its influence globally.

Their "army" is not an army in the usual sense. They find new fighters via direct recruiting and indirectly through their network of affiliates—activities that take place 24/7 around the world. Although al Qaeda cells and loose networks have few clear lines of command and control in the classic military sense, they do achieve sufficient unity of purpose. At times this unity is achieved by placing one or more core, al Qaeda-approved leaders in vital positions and using sophisticated high-tech—or other—communications. At other times, unity is a result of affiliate groups or cells acting in rough accord with the common ideology that inspires them. Leaders have emerged continuously, replacing those killed or captured. Cells, loose networks and alliances of convenience should not be taken as a lack of organization or forethought. Quite the contrary: Al Qaeda is able to recruit; train; raise money; buy arms; conduct reconnaissance; carry out attacks; sustain its forces; change its tactics; improve its use of technology; conduct influence operations in the media and in cyberspace; and adapt strategically to opportunities and setbacks—all examples of a level of sophistication akin to any nation's security apparatus.

Al Qaeda and their network of associates have sought out and continue to seek out fragile or failed states as places where they can take root. They subvert already-weak states teetering on the brink of failure. They take advantage of lawlessness and conditions that arise in marginally legitimate states. Sometimes they ally with local groups seeking redress and social justice, other times with insurgents who aim to replace the fragile government and still other times with common criminals who help mask their activities. These actions are not random. Rather, these alliances of convenience are made to further their strategic goals. Already al Qaeda is active in the southern Arabian Peninsula, North and East Africa, Southeast Asia and elsewhere, making sure that if they lose their sanctuary in Pakistan and cannot reestablish one in Afghanistan, they will have a place to go.

As we have seen in Iraq and Afghanistan, insurgencies are hard to stamp out within the confines of one state; counterinsurgency campaigns are complex civil-military activities, difficult and costly to wage. Insurgencies do not end with a final, decisive battle. Rather, insurgencies peter out over time as a state's government gains legitimacy by providing security, goods, services and economic hope to its citizens in a relatively fair and equitable way—thus robbing insurgents of the fuel they need to exist. One of the clearest signs of an end to an insurgency is when insurgents meld into a nation's criminal element.

Ending a global insurgency will be even harder than one restricted to a single state. Our hard-earned experience over the last decade makes it clear that we cannot replicate across the world the kind of counterinsur-

gency campaigns waged in Iraq and Afghanistan. On the other hand, our experience should also tell us that we cannot return to a pre-9/11 counterterrorism strategy—to do so would be to ignore reality.

Our challenge, therefore, becomes adapting what we know works—a comprehensive counterinsurgency approach—to a broader problem set and in such a way that success is achievable at an acceptable cost. This will be a protracted war. We must ask ourselves, our allies and others whose interests are at stake: How do we develop or adapt a set of conventions to create a legal construct under which a multinational counterinsurgency campaign can be waged? How do we conceive of multinational counterinsurgency policies and programs that take adequate stock of local circumstances, thus having a reasonable chance of success both locally and in the wider context? What organizational construct(s) must be adapted or created to develop regional and cross-regional campaign plans that may be executed coherently? What multinational arrangements can be made to secure funding for such a protracted counterinsurgency effort, and how can we operate within our means for as long as is necessary to prevail? How do we orient multinational diplomatic and security-assistance efforts to apply proven counterinsurgency methods before al Qaeda and their associates can cause instability or take advantage of it where it is already present?

What's next? We simply must face reality and its requirements. Certainly we are not starting from scratch. Much has been done since 9/11 to integrate intelligence globally; to close the gap between criminal activity and war by coordinating military, paramilitary and police action across many nations; and to gain more understanding of the threat so many nations face from al Qaeda and their affiliates. We have dealt al Qaeda some heavy blows; they are not as capable as they were in 2001. Much of what we've done has been ad hoc, in the belief that our response can be temporary. Nearly 10 years should convince us otherwise. The war al Qaeda declared and forced upon us is not going away, even if the situation in Iraq continues to progress and we are successful in Afghanistan and Pakistan.

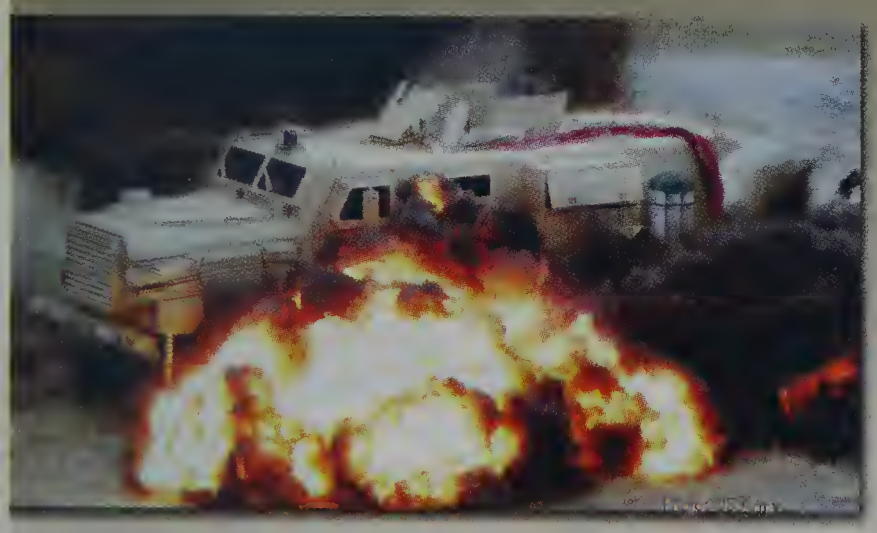
One final word about what's next: Even as the United States adapts to this protracted war against al Qaeda and their associates, we must be mindful of other threats on our horizon. As a global actor, the United States does not have the luxury of optimizing our military or diplomatic efforts against one adversary or one form of warfare. Our future will consist of dealing with some expected adversaries and some unforeseen; other enemies who would wage war differently are likely waiting in the wings. □

***LTG James M. Dubik**, USA Ret., is a former commander of Multi-National Security Transition Command-Iraq and a senior fellow of AUSA's Institute of Land Warfare.*

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Responsible Iraq Drawdown— Rapid Afghanistan Buildup

Third Army: Directing Traffic At the Crossroads of Two Wars



Each morning, shortly after sunrise and following the last strains of "Reveille," the theme song from the movie "Patton" echoes across Camp Arifjan, Kuwait, harkening back to Third Army's iconic leader and World War II heritage. The camp is home to Third Army's forward headquarters, and it is the sustainment nexus for America's combat efforts in Iraq and Afghanistan.

Third Army simultaneously is orchestrating the Iraq drawdown and reinforcement of the war in Afghanistan while supporting and supplying the

Text and Photographs
By Dennis Steele
Senior Staff Writer



First-generation mine resistant ambush protected (MRAP) vehicles withdrawn from Iraq await shipment to Army training centers at a Camp Arifjan, Kuwait, holding yard.

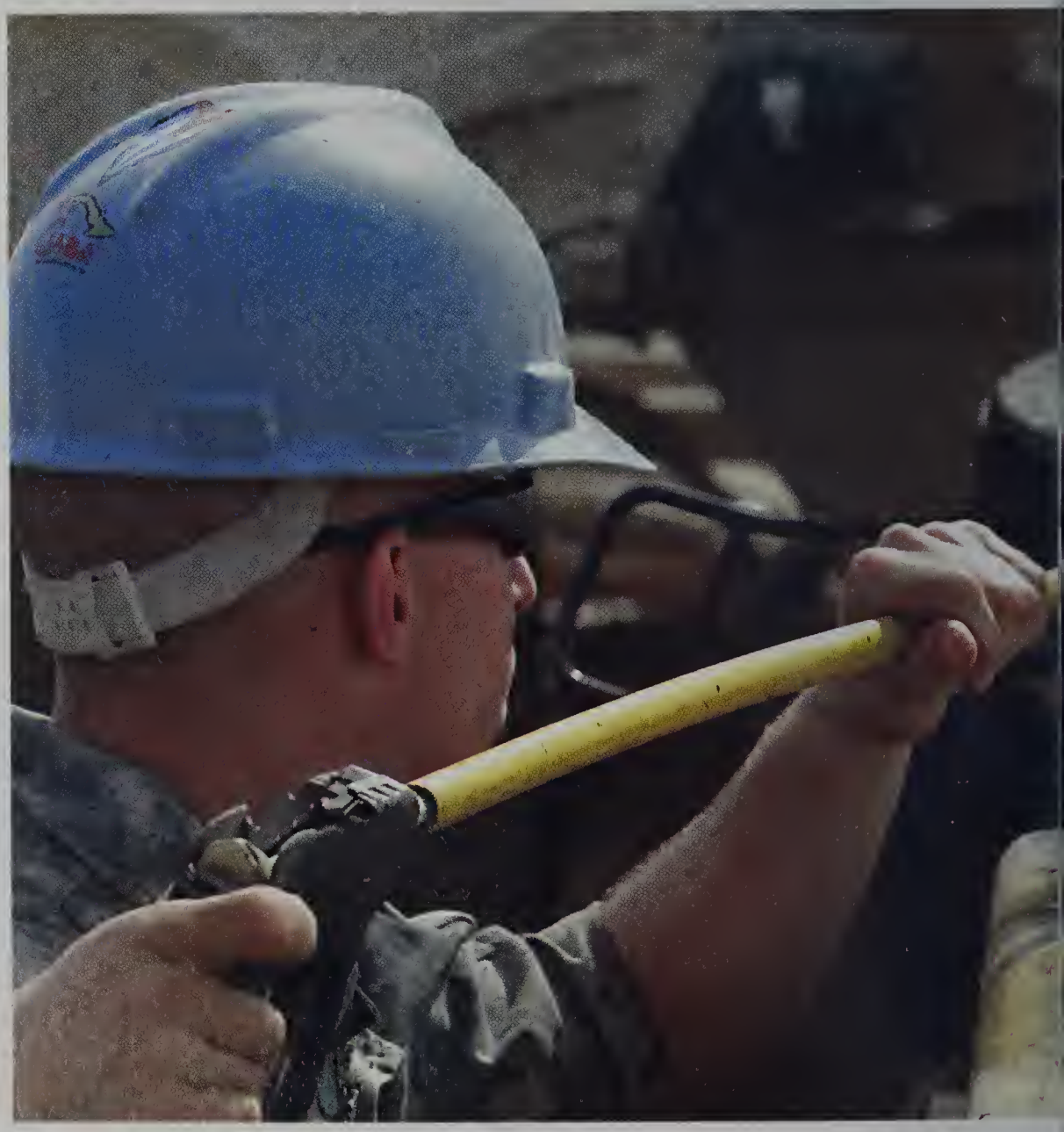


Soldiers from the 3rd Infantry Division (Mechanized) go through a final round of training at a Third Army facility in Kuwait before heading into Iraq.

day-to-day operations of both. The scale and complexity of Third Army's sustainment operation is astronomical. If U.S. military personnel deployed to Operation Iraqi Freedom or Operation Enduring Freedom eat it, shoot it, drive it, sleep in it or draw electrical power from it, Third Army/U.S. Army Central had a role in getting it to them, along with thousands of other items and repair parts needed for combat. The pace is unrelenting—in Afghanistan, it is accelerating—and the stakes are always high.

To bolster U.S. operations in Afghanistan and help turn the tide against the Taliban, Third Army delivered some 10,000 vehicles to Afghanistan during fiscal year (FY) 2009. Since last July, it has transferred 1,770 tons of ammunition and more than a million individual items, valued at $90 million, from Iraq to Afghanistan.

This year, it will coordinate movement of the additional 30,000 troops



A soldier washes a truck at Camp Arifjan to prepare it for shipment back to the United States.



Worn and damaged tire assemblies from Iraq will be refurbished in Kuwait and shipped to where they are most needed. Approximately 4,000 wheel assemblies are shipped to Kuwait each month for repair.

SFC Henry Scott, 1181st Deployment Distribution Support Battalion (DDSB), Surface Deployment and Distribution Command, checks progress as a ship at a Kuwaiti port is loaded with equipment from Iraq for shipment to the United States.





SPC Jacob Gage, 1140th Transportation Company, prepares a truck for customs inspection at a Camp Arifjan wash rack.



A medevac helicopter from Company C, 5th Battalion, 158th Aviation Regiment (C/5-158 Aviation), kicks up a cloud of dust as it takes off during a training flight in Afghanistan. Third Army oversaw transportation of the company's personnel, helicopters and other equipment from Iraq to Afghanistan.

SSG Shelley Jo Broadhead, a flight medic assigned to C/5-158 Aviation, checks with her pilot as the aircraft is warmed up for takeoff from the NATO air base at Kandahar, Afghanistan.



ordered to Afghanistan by President Barack Obama along with the equipment they will need to fight and the increased amount of supplies needed to sustain them—likely a 30 percent overall sustainment spike.

Meanwhile, Third Army is continuing the job it started last May to retrograde what Third Army officials describe as a staggering amount of combat vehicles, equipment and supplies from Iraq, including:

- 60,000 shipping containers, which placed end to end would stretch from New York City to Richmond, Va.
- 41,232 pieces of rolling stock.
- 13,450 short tons of supplies.
- 135,500 U.S. military personnel, which is approximately the population of Savannah, Ga.

Some of the retrograde materiel will be sent to Afghanistan. The rest will return to the inventory. Retrograde equipment from Iraq—rebuilt and upgraded—is an essential part of plans to refit the Army.

Third Army is the operational orchestrator for the overall-theater U.S. Central Command (CENTCOM) sustainment mission, and it has control of the theater checkbook that pays for it. Paymaster authority carries with it a responsibility to save money wherever possible—measures that are physically apparent in the Iraq equipment retrograde, which has resulted in savings calculated in the billions of dollars by repairing, upgrading and shipping critical items

A worker at the Defense Distribution Center Depot Kuwait, one of 25 Defense Logistics Agency distribution centers located worldwide, sorts items retrograded from Iraq to be returned to the supply inventory.

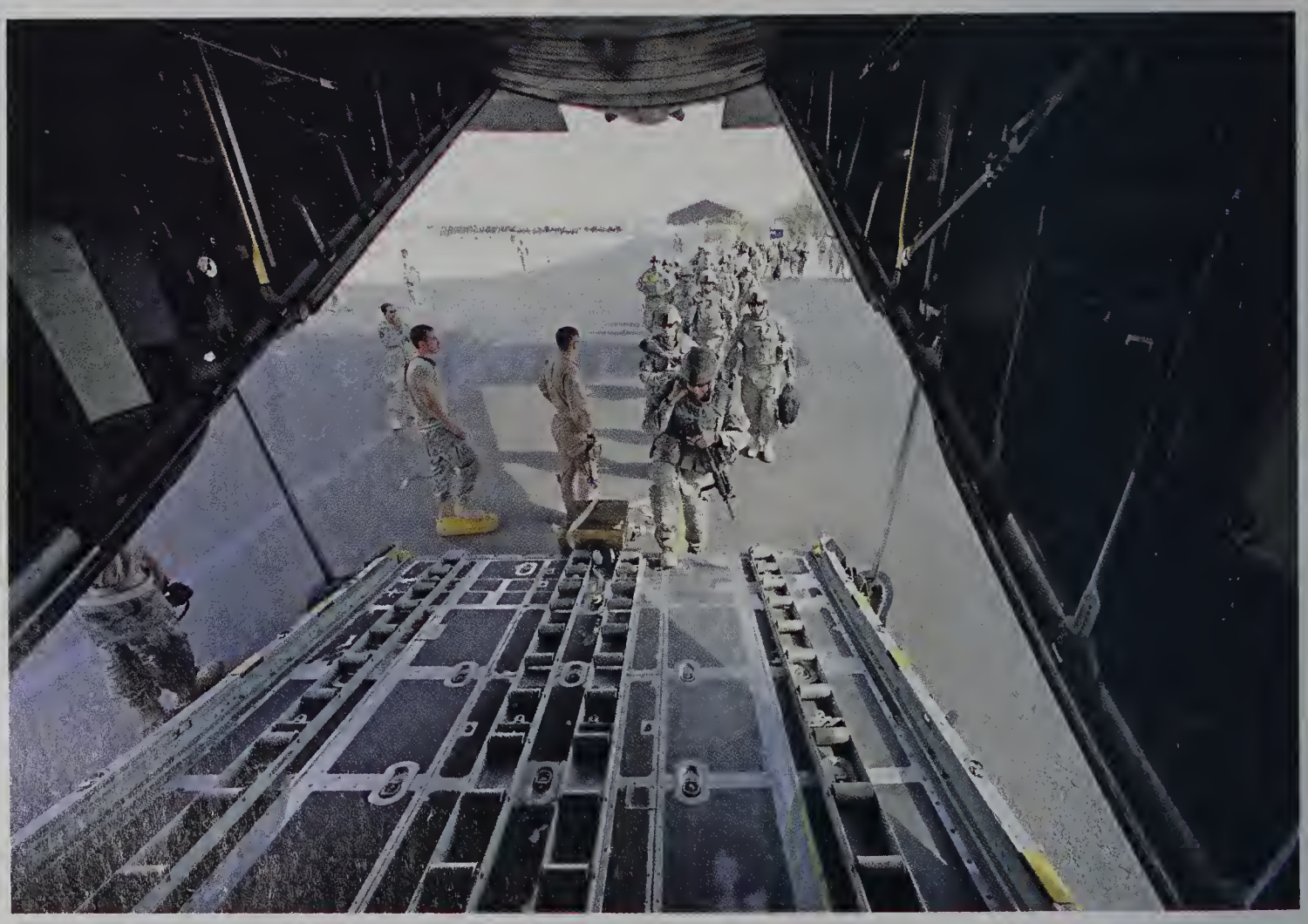
directly to Afghanistan and using much of the rest to fill equipment shortfalls in the Army's general inventory and theater prepositioned stocks.

BG (P) Phillip E. McGhee, director of resource management for Third Army, said the command achieved $3.8 billion in "cost-avoidance savings" during FY 2009. According to BG McGhee, since the 2003 launch of Operation Iraqi Freedom FY 2009 was the first year in which costs decreased from the previous year. "The goal this year is to reduce costs by $2.1 billion through efficiencies," he said.





An Air Force loadmaster at an airbase in Kuwait guides a pallet aboard his aircraft for transportation within Third Army's theater of operations.



Soldiers board an Air Force C-130 aircraft after passing through Third Army's reception, staging, onward movement and integration facilities in Kuwait.

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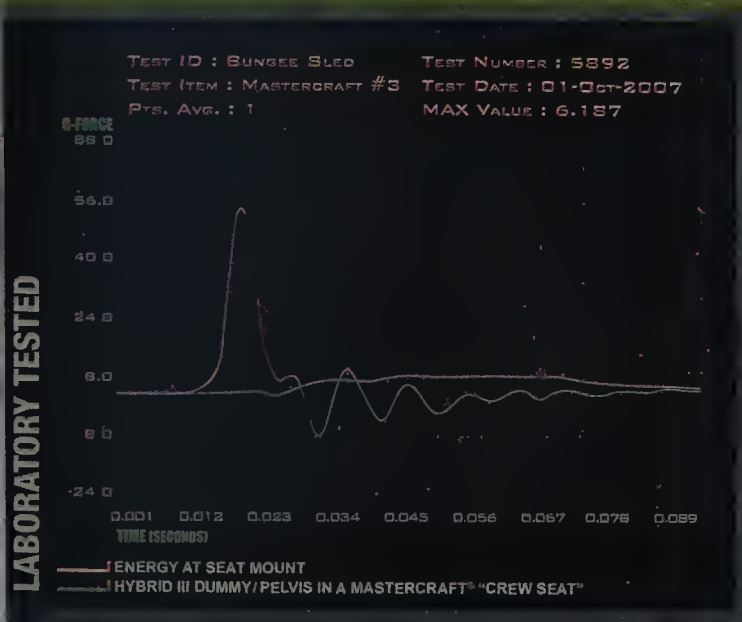




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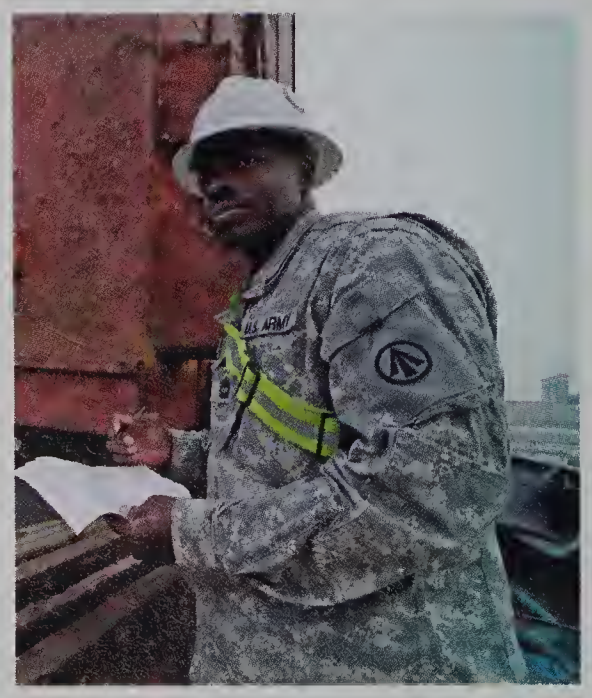
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Above, trailers and shipping containers are lined up at a Kuwaiti port for loading aboard a U.S.-bound ship as an Army unit is redeployed from Iraq. Right, MSG Duane Emerson, 1181st DDSB, checks items off the load plan as equipment is loaded for sea shipment back to the United States.





Above, workers upgrade equipment on a Husky metal detecting and marking vehicle at the 401st Army Field Support Brigade (AFSB), Army Materiel Command, maintenance facility at Kandahar. Below, one of the first MRAP all-terrain vehicles to arrive in Afghanistan awaits distribution at the 401st AFSB facility.



Individual items that could be transferred from Iraq to Afghanistan are put through cost-benefit modeling that determines whether it is cost-effective to move them to Afghanistan. For example, the cost of moving a concrete T-wall section would be 260 percent above the cost of paying for a new one to be cast in country.

Third Army operates as a split headquarters with a large forward element deployed to Kuwait and its U.S.-based headquarters at Fort McPherson, Ga. The Fort McPherson headquarters will move to a new command-and-control center being constructed at Shaw Air Force Base, S.C., home of 9th Air Force, to better integrate planning and operations with its CENTCOM Air Force counterpart.

To accomplish its mission, Third Army partners with other commands and agencies such as the Defense Logistics Agency, U.S. Army Materiel Command (AMC) and AMC's Army field support brigades that operate in theater. It coor-

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Toughbook 30** Toughbook 19***



A newly emplaced relocatable building (RLB) is ready for occupancy at NATO's Kandahar base. RLBs have the same proportions as a containerized housing unit (CHU) but are shipped flat with the walls folded inside. Several can be stacked and shipped in the same space required for a single CHU.

dinates strategic transportation with the Surface Deployment and Distribution Command and 9th Air Force/U.S. Air Force CENTCOM; the Army's 1st Sustainment Command provides the muscle to move and distribute materiel after it lands, and to fix it if it breaks.

Several joint task forces also support Third Army's mission, including the team that operates an expansive mine resistant ambush protected (MRAP) vehicle repair facility in Kuwait and is the forward-deployed element of the Joint Program Office-MRAP. The operation repairs or overhauls MRAPs retrograded from Iraq and feeds them into Afghanistan; about 800 MRAPs have been refurbished at the facility and shipped to Afghanistan since last June.

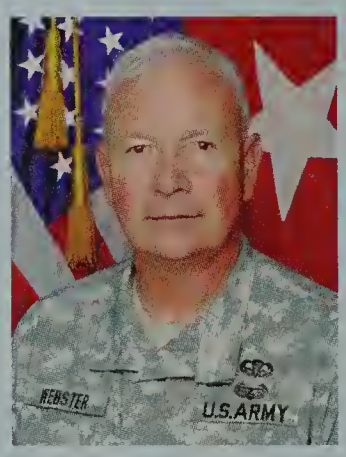
In addition, more than 750 first-generation MRAPs that have been replaced by more advanced models for frontline use will be transferred from Iraq to the Army's combat training centers. (Because of critical combat needs, no MRAPs were originally allotted to train Army brigades headed for Iraq and Afghanistan.)

Not just high-value combat vehicles are being returned to

Third Army's Missions: The Commander's Perspective

We cannot let any soldier go without ammunition, food or water for a single day. The number-one Third Army mission is to sustain the fight in two joint operating areas, Iraq and Afghanistan.

The number-two mission is to be prepared to go fight in any country other than Iraq and Afghanistan—no notice, be prepared to go do that tonight, and to command and control all the forces that GEN [David H.] Petraeus might give to us to conduct that operation.



LTG William G. Webster Jr., Third Army commander, was interviewed at Third Army's forward headquarters, Camp Arifjan, Kuwait.

The third mission is to help shape the future by working with all the countries in the region and trying to improve their capabilities—individually and as partners—throughout the region.

When you look at sustaining the current fights, the number-one priority is to ensure that we have sufficient infrastructure and equipment in Afghanistan for the soldiers who are fighting there, and the second is to draw down Iraq responsibly.

I think one thing we soldiers keep in mind the most is that whatever we do in terms of conducting operations around the world—even if it's pulling out of a country over time—we have to do that in a responsible fashion. We owe that to the American people and to the people of Iraq. The Army chose the phrase "responsible redeployment" primarily to tell everybody that we are going to act responsibly in this; we're not just going to pick up and leave. *Drawdown* is a term that doesn't have doctrinal meaning, but it encompasses everything that we currently use in our doctrine: resetting the force—moving equipment to depots or here in theater, where we do much of the rebuilding ourselves; retrograding equipment back to the continental United States so that it goes back to the training centers; and redeploying units back home. It encompasses all of that.

This is significantly different from the Gulf War. First of all, we only have about 15 to 20 percent of the equipment in Iraq that we had here when we were done with the fighting in 1991. The quantity is much less. The second point is that we know where it all is. We have a handle on it. It's on our inventories. It's being counted. It's on hand receipts to people. So we have a plan over the time allotted by the security agreement with the Iraqis—that is, by the end of 2011—for drawing out that equipment so GEN [Raymond T.] Odierno and his troops get to keep the equipment that they will need to fight, if they should have to keep fighting. At the same time, we'll pull out what they don't need



Soldiers move bunks into a recently constructed conventional barracks building at Kandahar.

the inventory, however. Third Army contractors examine every item retrograded from Iraq, down to the smallest and seemingly most insignificant piece, for serviceability, repairability and value, even if value is gauged by recouping money through surplus disposal sales.

The munitions stockpile in Iraq decreased 41 percent by the end of FY 2009. According to BG John R. O'Connor, Third Army's director of logistics, 600 to 700 pieces of equipment are coming out of Iraq each month, with the pace expected to double in the future, and more vehicles will return as troop numbers drop.

To achieve its support mission, Third Army maintains a reception, staging, onward movement and integration (RSOI) operation in Kuwait that facilitates unit and individual-personnel movements in and out of Iraq. Troops from both Iraq and Afghanistan also travel through Kuwait for their 15-day environmental morale leaves (formerly known as rest and recreation leaves) sometime during their deployment. Officials said that the annual personnel throughput of Kuwait's Theater Gateway life-support area is larger than the population of Baltimore, Md.

as quickly as we can, fix it, and send it over to Afghanistan or return it to the Army.

We try to keep cost in mind as we do everything. The last thing a trooper on the front line wants is to get something that is cheap, or not enough of something that is needed, and think it's just for economic reasons. We're not doing that; we're making sure the troopers get everything that they need. At the same time, if there's a less expensive way to accomplish the same thing, then we're looking for it. We do cost analysis, first, of virtually every decision that's made in theater.

For instance, we need generators, we need trucks, we need all kinds of equipment in Afghanistan, not only for the buildup, but right now. There are many who would say to just ship equipment from Iraq straight over to Afghanistan. Well, for example, some of these generators have been running for five or six years ... and we have to look at how much life expectancy they have. We then take a look at the costs—which vary—between buying a new one and having it shipped to Afghanistan, or bringing it out, rebuilding it here in Kuwait, and then putting it on a ship and taking it to Afghanistan. What is the most economical thing and what is the most beneficial to soldiers in terms of time—that's the choice that we make.

We saved the Army and the American taxpayers several billion dollars last year in cost avoidance. There's no way in the world we would let soldiers go wanting to save a few dollars; however, this cost savings is something that we're pretty proud of, and it's new in terms of thinking about what something costs to decide how to provide a tool or how to conduct an operation.

In Third Army, we know the theater probably better than anybody else. We have been here, continuously deployed as Third Army headquarters, since 1990. We have a good working relationship with the Kuwaitis and other partners in the region, and we receive excellent support from the government of Kuwait. We know that we can stand in the middle of the bridge and direct traffic—that is, providing Iraq what the commanders need for the rest of their mission; removing those things that are no longer needed for the mission, either fixing them here or sending them someplace where they can be refurbished; and sending the absolutely best equipment in the most efficient fashion to Afghanistan. We're in the ideal position geographically as well as through experience to do that mission.

There are 20 countries in the U.S. Central Command area of responsibility. We have to be prepared for potential fights.

In the other countries of the region, we are sharing plans with them, sharing information, sharing equipment to the extent that we can so that we make them stronger and make them see a benefit in a partnership with the United States and a partnership with each other. By doing that, we strengthen our own alliance here against potential threats, whether they are from Iran, from ballistic missiles, from terrorists or from other organizations that want to bring harm to American interests.



A soldier carries his gear up the stairs of a new double-stacked RLB living area at Kandahar.



To expand living space, a concrete channel diverts the natural flow of a wadi *that runs through NATO's Kandahar base.*

Third Army moves most equipment and supplies for Operation Iraqi Freedom by road from Kuwaiti ports, reversing the route to get units out. Officials hope to use additional ports, notably in Turkey and Jordan, to avoid bottlenecks as the Iraq drawdown peaks. (A northern supply route already reaches into Iraq from Turkey, primarily carrying rations and other expendable supplies for U.S. units in northern Iraq.)

The theater's primary RSOI site supporting Afghanistan is located in Kazakhstan, and it is a fairly straightforward operation—if one discounts the period when the Kazakh government threatened to throw the United States out—a stance that was maintained until more money was offered for continued use of the site.

Equipment and supply transportation to support Operation Enduring Freedom is geographically and politically much trickier than transporting supplies to Iraq. The nearest available seaport is in Pakistan, and most equipment travels by two routes that, generally speaking, follow the same paths established by the British to support their 19th-century wars in Afghanistan—roads that would be treacherous because of the terrain alone, but which also traverse a swath of territory traditionally claimed by warlords/bandits who have plied their trade in the Hindu Kush for centuries, and who now may support the Taliban but are restrained by whatever compensation they may be deriving by allowing the convoys safe passage.

While supply routes into Iraq were extremely dangerous during the long height of the conflict there and Third Army convoys were assailed by improvised explosive devices, the route was relatively smooth, straight, flat and defendable—at least observable—to some degree.

The degree of difficulty is exponentially higher on the routes leading into Afghanistan. Nevertheless, convoy attacks are less frequent (but occasionally more spectacular) than during the dark days in Iraq, and convoy attacks in Pakistan's frontier region and Afghanistan seem bent toward shake-



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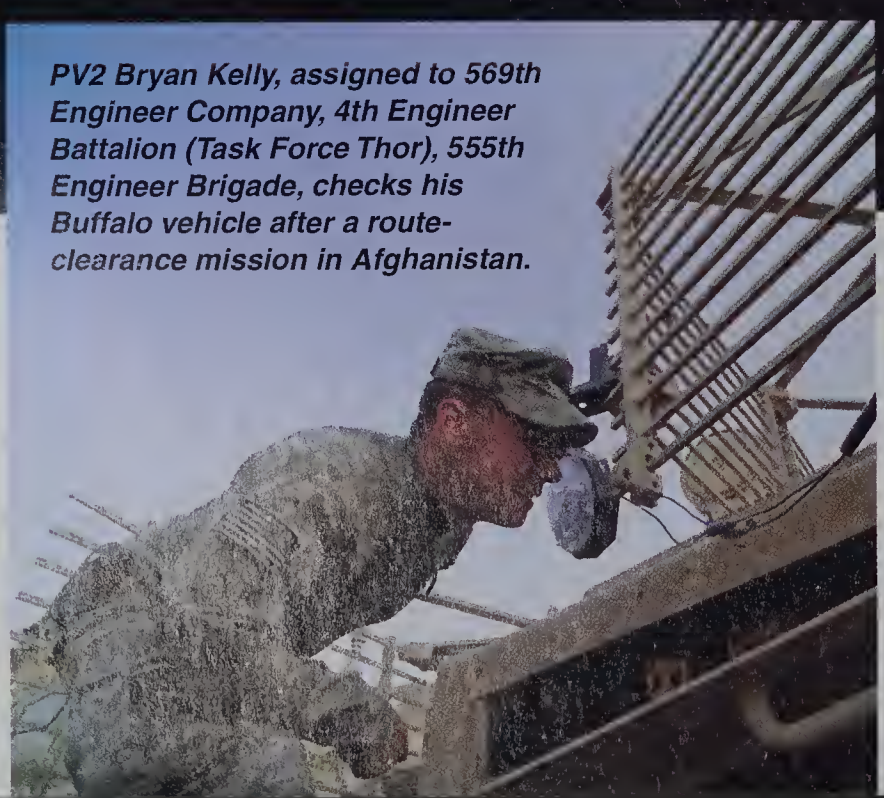
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A C/5-158 Aviation Black Hawk medevac helicopter takes off from a remote Afghanistan hilltop shortly after the company's transfer from Iraq.

PV2 Bryan Kelly, assigned to 569th Engineer Company, 4th Engineer Battalion (Task Force Thor), 555th Engineer Brigade, checks his Buffalo vehicle after a route-clearance mission in Afghanistan.

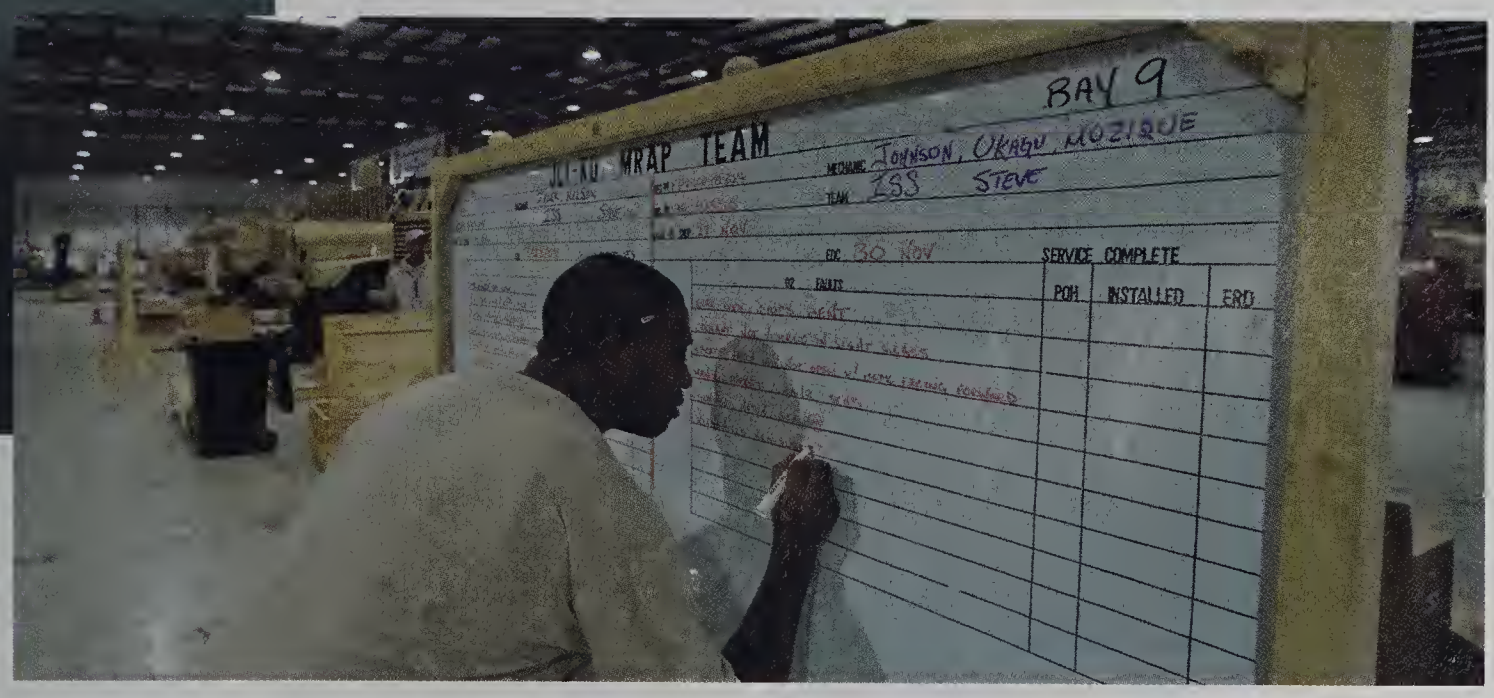






Left, SPC Darin Paine of the 569th Engineer Company checks his Husky vehicle. The company provides route-clearance support to forces based at Kandahar and to keep the base's main supply routes open. Below, a memorial at Task Force Thor's headquarters honors soldiers from the unit who have been killed in action since the 4th Engineer Battalion was transferred from Iraq to Afghanistan.

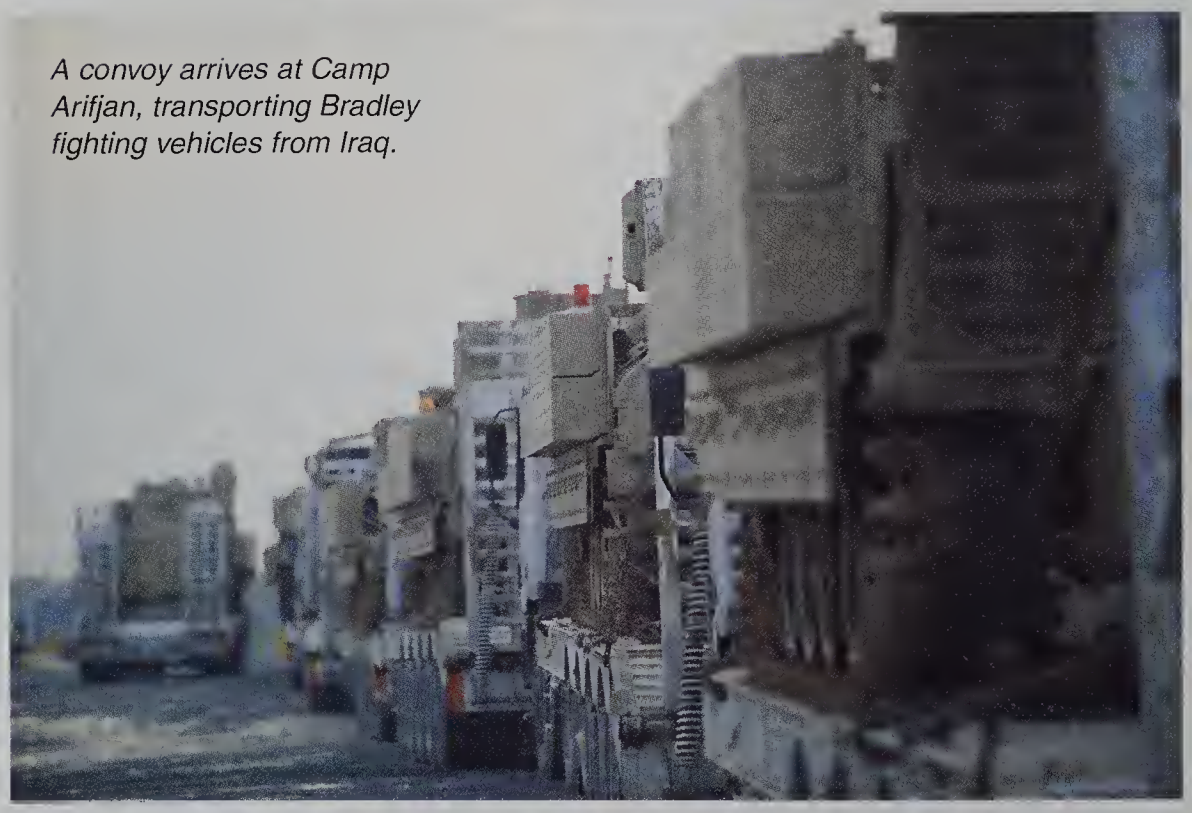




Left, MRAP vehicles line the enormous joint MRAP repair facility in Kuwait. The facility repairs and upgrades MRAPs retrograded from Iraq, most of which go to equip U.S. forces in Afghanistan. Above, a worker at the facility updates a status board.



A welder at the joint MRAP repair facility works on a vehicle.



A convoy arrives at Camp Arifjan, transporting Bradley fighting vehicles from Iraq.

downs or outright robberies more than warfare, which has been the way since spice and silk caravans began plying the trails.

Another road-supply route, fed by rail and established through negotiations with Russia, meanders into Afghanistan from the northeast and carries some sustainment materiel for Afghanistan operations. Pakistan's ports, however, remain the primary strategic gateway.

According to Third Army officials, on a typical day more than 90 convoys are on the roads of Iraq and Afghanistan, delivering about 2.5 million gallons of fuel daily (which the officials described as enough to fill every car in Washington, D.C.) and enough food daily for 750,000 meals.

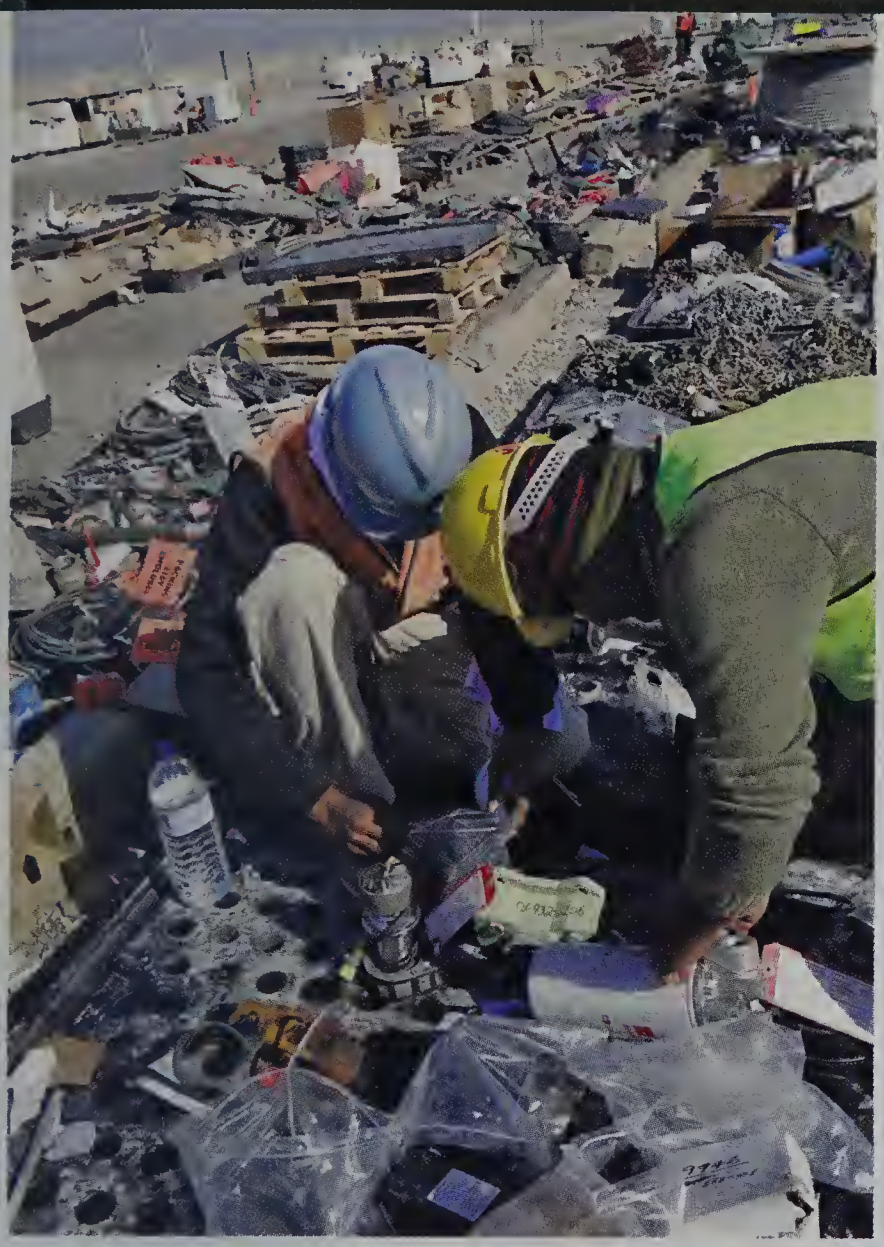
Third Army's area of responsibility (AOR) stretches from Egypt to Kazakhstan and from Yemen to Pakistan—real estate that encompasses allies and belligerents alike, where the economic value of the region is counted by the supertanker load. It's an important place to the United States and the West.

The AOR remains the battleground for the two ongoing major conventional U.S. military operations in the war on terrorism and for Coalition operations against terrorist cells in other nations of the region. Iran is in the geographical mix, along with Syria, which elevates the overall volatility in Third Army's AOR.

In addition to supporting the cur-



A box of used fire extinguishers sits in the sorting yard at Camp Arifjan. Equipment items—often crammed into shipping containers in Iraq and shipped to Kuwait—are sorted and put into the repair and reissue pipeline, saving billions of dollars.





Left, contract workers at Camp Arifjan sort equipment coming from Iraq for reissue down to loose nuts and bolts. Below, workers sort unused medical supplies coming from Iraq. Loose medical gear will not be used by U.S. forces; Third Army donates it for use in training medical personnel in other countries.





Above, Robert Wayne, chief of ammunition surveillance at Third Army's theater ammunition-storage area and theater ammunition-reclamation facility in Kuwait, double-checks quality assurance. Ammunition—from 9 mm pistol rounds to Hellfire missiles—is being retrograded from Iraq and inspected and reclaimed in Kuwait. Much of it is shipped to troops in Afghanistan. Left, contract workers repackage mortar rounds to original specifications at the theater ammunition-reclamation facility.

rent fights, Third Army maintains a constant posture as the on-call command for any American land operation in the CENTCOM region that might be ordered other than in the command areas already established for Iraq and Afghanistan. It is prepared to meet that mission, but it pushes for peace through exercises and dialogues with the militaries of many countries in its AOR to promote goodwill and better relations with the United States.

Third Army has maintained a forward presence in Kuwait since the end of the Gulf War. Its continued buildup of regional institutional knowledge and long-term relations has paid off in war, and someday it also could pay off in peace. ★

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Tomorrow's

By Scott R. Gourley

Part of the successful balancing act between meeting the needs of today's warfighters and those of tomorrow involves the examination of brand-new technologies that hold potential to deliver leap-ahead capabilities across the tactical spectrum of future battlefields. Following are a few representative examples of those potential capabilities in the aviation, weapons/platforms and electromagnetic realms.

Sikorsky Aircraft's X2 Technology demonstrator aircraft successfully achieved a maximum speed of 106 knots in a recent test flight. Representing more than four years of design, development and testing, the X2 incorporates a number of innovative technologies that expand the flight envelope.



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Technology

Aviation

The aviation balance is meeting current warfighter needs through the fielding of two new platforms—the "Mike" model UH-60M Black Hawk and "Foxtrot" model CH-47F Chinook—as well as ongoing activities with the OH-58D Kiowa Warrior. Meanwhile, expanded near-term capabilities can be found in the recently completed Apache Block III limited user test and low-rate initial-production milestone decision slated for April.

A glimpse of one possible far-term/leap-ahead scenario was provided at the 2009 AUSA Annual Meeting in October. In a park outside of the Washington Convention Center, Sikorsky Aircraft Corporation displayed the X2 Technology demonstrator aircraft. The demonstrator incorporates a number of innovative technologies intended to advance the state-of-the-art, counter-rotating coaxial rotor helicopter capabilities. Technologies employed in the design include: fly-by-wire flight controls; counterrotating, all-composite rigid rotor blades; hub drag reduction; active vibration control; and an integrated auxiliary propulsion system.

Sikorsky Aircraft first announced the company-funded initiative to develop an integrated suite of technologies called X2 Technology in June 2005. Company descriptions noted that the X2 Technology demonstrator was designed "to establish that a helicopter can cruise comfortably at 250 knots, while retaining such desirable helicopter attributes as excellent low-speed handling, efficient hovering and safe autorotation, combined with a seamless and simple transition to high speed."

The demonstrator first flight, conducted in August 2008, represented more than four years of design, development and testing of the aircraft's suite of technologies and began an expansion of the flight envelope that continues today. Just one week after the 2009 Annual Meeting, Sikorsky Aircraft representatives announced that the demonstrator had achieved a maximum speed of 106 knots in a recent test flight.

"As we continue to develop the X2 Technology features, the speed milestones are of note, since we ultimately are looking to achieve 250-knot cruise speed," said Jim Kagdis, program manager, Sikorsky Advanced Programs. "The current phase of testing is aiming to take us from 40 to 120



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Above, the X2 aircraft is being engineered with the goal of achieving a cruise speed of 250 knots. Below, the X-49A "SpeedHawk" vectored thrust ducted propeller compound helicopter technology aircraft is the second generation of Piasecki Aircraft's "ringtail" ducted fan compound helicopter technology, replacing the conventional helicopter's tail rotor on a baseline SH-60 platform.



Piasecki Aircraft Corporation

Army Science/Technology Strategy

A cornerstone in the development of many leap-ahead technologies is provided by the Army science and technology (S&T) strategy that supports the Army's goals to restore balance between current and future demands by providing new technologies to enhance the upgrade and modernization of systems in the current force and to enable new capabilities in the future force.

Within the Army budget, the programs supported by S&T include budget activities such as research, applied research and advanced technology development. Collectively, the activities are guided by the Army science and technology master plan and focus on developing and transitioning the technologies into weapon systems, system upgrades and other warfighter capabilities.

As outlined in the 2009 *Army Posture Statement*, the S&T portfolio also includes "investments in technology for command, control, communications, computers, and intelligence, surveillance and reconnaissance; lethality; soldier systems; unmanned systems; logistics; advanced simulation; medical and manufacturing technologies; and basic research. Basic research establishes the foundations for new technology by expanding the frontiers of knowledge. Promising areas of research with the potential to provide paradigm-shifting capabilities include: nanomaterials for ballistic protection; biotechnology for improved materials for network sensors; network science to enable next-generation network-centric technologies; neuroscience research; and immersive simulations for training, mission rehearsal and improved soldier performance in multicultural environments."

Technologies that have been translated into warfighter capabilities over the last few years through Army S&T investments include the joint precision airdrop system, the "Excalibur" 155 mm precision artillery munition and the ceramic-based small-arms protective insert (SAPI) plates. Other recent Army S&T investments have enhanced soldier protection in the current force by rapidly developing and transitioning force-protection technologies that facilitated the expedient armor upgrades for the new mine resistant ambush protected vehicles.

The Army S&T program for fiscal year 2010 accounts for $1.8 billion, or nearly 18 percent of the research, development, test and evaluation budget.

Future issues of ARMY will highlight selected elements of the S&T program and their potential impact on tomorrow's warfighter capabilities.

knots, and this latest flight signifies steady progress. For potential customers who are interested in this particular capability, it is another exciting step toward exceeding the average top speed of a conventional helicopter, which is approximately 160 or 170 knots, and setting a new standard."

Another recent example of potential leap-ahead aviation capabilities is the X-49A "SpeedHawk" vectored thrust ducted propeller (VTDP) compound helicopter technology demonstrator from Piasecki Aircraft Corporation (PiAC).

Developed under a U.S. Army advanced technology demonstration initiative managed by the Aviation Applied Technology Directorate, Fort Eustis, Va., SpeedHawk is the second generation of PiAC's "ringtail" ducted fan compound helicopter technology that replaces the conventional helicopter's tail rotor on a baseline SH-60 helicopter platform. In addition to providing antitorque and yaw control, the VTDP also provides forward thrust and thrust-vectoring control. In combination with a lifting wing and modification to the flight control, propulsion and other systems, the VTDP compound offers significant improvement to helicopter speed, range, ceiling, survivability and life-cycle costs.

"In terms of our overarching objectives, there are two things we are trying to do on the project," explained John Piasecki, president and CEO, Piasecki Aircraft Corporation. "The first is to validate the technology and its potential application as a practical means of upgrading today's helicopters. That's important, because even if we started tomorrow to develop a replacement for some of the airframes, our system has demonstrated fairly dramatically over the past several decades that we have a challenge doing that replacement in less than 25 years. So we're going to be operating SH-60s and Apaches for a very, very long time, and we are running into challenges in the fight today that need to be addressed by technology that can be inserted into existing platforms. But we have to be working toward that next-generation platform, for the second objective is to make sure that the technology is an option for future candidates. So we have developed a variety of different design configurations to meet emerging requirements."

According to Piasecki, the SpeedHawk reaches speeds of "200 to 225 knots, depending on how much power you put into it," but the same technology can increase speeds to 250 to 270 knots with "clean-sheet-of-paper" platform designs.

Piasecki noted that the X-49A airframe successfully completed Phase I flight testing in October 2008 and is currently being modified for follow-on Phase II testing.

Another current exploration into leap-ahead aviation capabilities can be found in an August 2009 broad agency announcement (BAA) from the Defense Advanced Research Projects Agency (DARPA) Tactical Technology Office (TTO) that solicits research proposals for a mission-adaptive rotor (MAR) "that is capable of reconfiguration to optimize the rotor for each mission and mission segment for dramatic improvements in system performance, operational availability and survivability."

Acknowledging that "current military conflicts have

Scott R. Gourley, a freelance writer, is a contributing editor to ARMY.

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clearly demonstrated the essential role of the helicopter in achieving U.S. military objectives," the BAA notes that "helicopter operations are currently performance-limited in mountainous terrain and deserts. In addition, general helicopter-performance characteristics have not experienced a significant advance since the introduction of the turboshaft engine in the 1950s.

"Recent rotorcraft research and analysis has indicated that significant performance benefits could be achieved by actively morphing the shape or properties of the rotor system," the BAA continues. "Active rotor technology will enable morphing of the rotor to optimize performance, resulting in rotorcraft with revolutionary advances in mission robustness and facilitating multirole capabilities. In addition, active rotors with on-blade blade control could enable elimination of the rotor swashplate, potentially with significant improvements in performance, survivability and availability. Numerous component-morphing technologies have been demonstrated at the component level that could provide incremental improvements, but these technologies have not been implemented at a system level for revolutionary capability improvements. DARPA expects to make investments in key component technologies—including, for example, actuators, sensors, controls and materials—as well as system architecture and novel rotor-geometry adaptation approaches in order to enable breakthrough capabilities. A MAR technology-demonstrator rotor may provide the technical basis for application of adaptive rotors to the next generation of military rotorcraft."

Weapons/Platforms

DARPA does not limit its leap-ahead investigations to the aviation realm, as evidenced by a recent TTO broad agency announcement soliciting executive summaries, white papers and proposals for advanced research and development of "innovative systems for military missions." The solicitation seeks "system- and subsystem-level technologies that enable revolutionary improvements to the efficiency and effectiveness of the military," with specific concepts sought in three general mission areas: advanced weapon systems, advanced platforms and advanced space systems.

The BAA states that "TTO's mission is to transform the future of warfighting by pursuing high-risk, high-payoff tactical technology and development of rapid, mobile and responsive combat capability for advanced weapons, platforms and space systems," identifying the specific goals of: "creat[ing] highly capable systems that enable 'order of magnitude' improvement in military performance in a rapidly changing technological landscape; avoid[ing] technological surprise in areas of TTO emphasis; and develop[ing] tactical technologies and systems that enable 'game-changing' tactics, techniques and procedures that address the entire spectrum of armed conflict."

In terms of advanced weapon systems, for example, the TTO is looking for "technological improvements in the ability to project precise force at a distance, prosecute time-sensitive targets with minimal collateral damage and decisively respond across the full spectrum of armed conflict. These interests include the ability to rapidly respond, identify and track threats in complex environments; persist



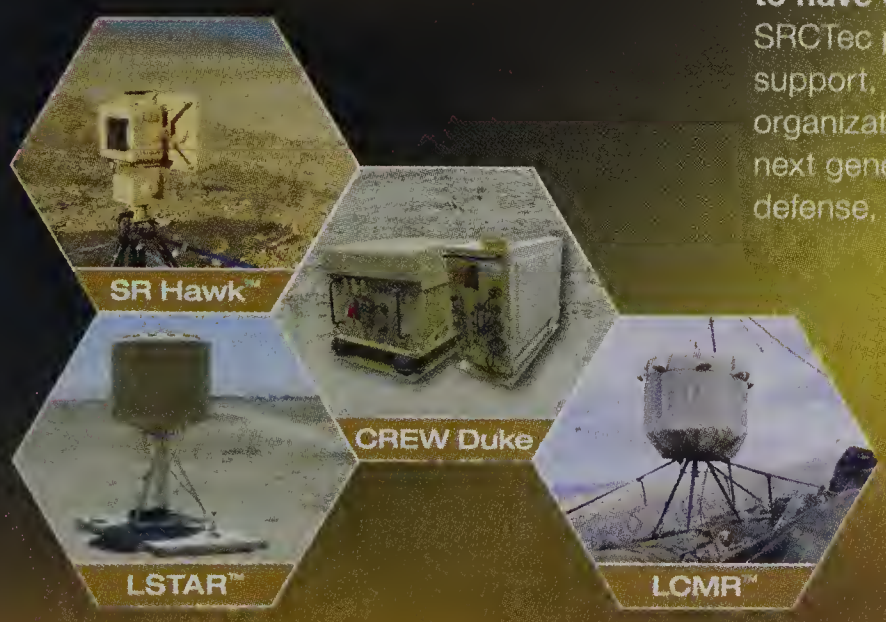
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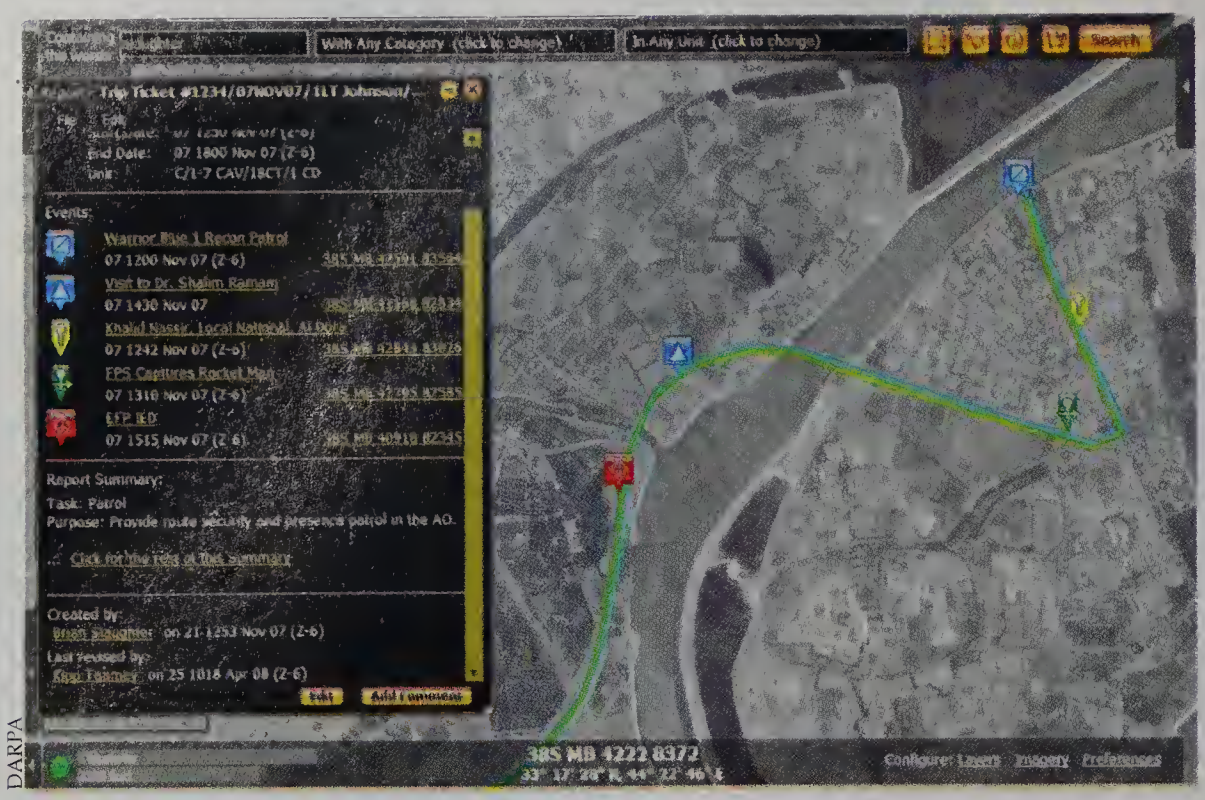
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DARPA's tactical ground reporting system is a multimedia reporting system for soldiers at the patrol level. It allows users to collect and share information to improve situational awareness and to facilitate collaboration and information analysis among junior officers.

over the battlespace; and strike fixed and mobile targets at long and short ranges throughout the entire battlespace (air, land, urban, subterranean and maritime targets of interest) with kinetic and nonkinetic effects."

Individual elements underlying those improvements include weapons delivery, precision effects and kinetic/nonkinetic effects.

Weapons delivery focuses on technologies that improve the ability of advanced weapon systems to reach their intended targets while resulting in a reduced logistics footprint, increased rate of fire/launch, faster delivery, greater effective range and "an engagement capability enabling employment of complex tactics against multiple targets across multiple domains."

Concepts supporting "end-game precision effects" include detection, discrimination, identification, location, tracking, attack and assessment of targets.

TTO is interested in kinetic/nonkinetic effects such as "advanced weapons technologies, systems and innovative approaches for delivering kinetic and nonkinetic effects in air, maritime and ground operational environments. These interests include electronic warfare, electronic attack, adjustable/adaptable lethal and nonlethal capabilities for scaled engagement against a wide spectrum of targets as well as other enhanced effects. Key technologies of interest also include: advanced munitions with improved effectiveness and system integration of electromagnetics, plasma, atmospherics, acoustics, intelligent projectiles, variable-yield capabilities; and significant reductions in munitions size, power consumption, weight and improved reliability."

In terms of advanced platforms, TTO identifies interest "in concepts for advanced, autonomous, remotely operated and manned air, land and maritime platform systems that enable the U.S. military to engage globally and operate flexibly without restriction within the battlespace environment." In addition, "concepts for innovative or new approaches for coordinated manned and unmanned systems are encouraged."

Electromagnetic Spectrum

Today's joint service world means that tomorrow's leap-ahead capabilities may also come from other services' activities.

Proof can be found in another recent broad agency announcement, issued by the Office of Naval Research, soliciting "applied research proposals to develop and demonstrate technologies to improve virtually all aspects of performance related to next-generation JCREW [joint counter radio controlled improvised explosive device electronic warfare] equipment."

Proposals are sought to address hardware, software, technique and technology developments in the areas of antennas, receivers/transmitters, signal generation, comprehensive spectral awareness, electromagnetic compatibility, packaging/cooling, scalable open architectures and other JCREW technologies. ★


U.S. Army/SSG Dilia Ayala

Army CPT Daniel Grieve (left) and Air Force Capt. Dane Bannach discuss how to properly check the functions of a new generation of electronic warfare equipment.

Using Biometrics In Afghanistan

By LTC William C. Buhrow

The strategy employed in Afghanistan by the commander of the International Security Assistance Force (ISAF) centers on protecting the Afghan populace and ensuring that only insurgents are targeted for kinetic or nonkinetic action. To effectively execute this strategy requires separating the insurgents from the populace, which is the main mission of ISAF's Task Force Biometrics.

Using a variety of biometrics collection systems, principally the biometrics automated toolset (BAT) as well as the handheld interagency identity detection equipment (HIIDE), ISAF is able to prevent potential "bad guys" from entering ISAF installations and receiving employment or military/security-force training. Biometrics is also supporting offensive operations by ensuring that only targeted individuals are detained.

Task Force Biometrics is headquartered at Bagram Airfield, which is also home to Combined Joint Task Force-82 and ISAF's Regional Command East (RC(E)). In March 2009, what had been an RC(E)-focused biometrics management office became Task Force Biometrics.

That transition included an expansion of the unit's mission to cover all of Afghanistan and an increase in projected personnel strength from fewer than 90 contractors, military personnel and DoD civilians to more than 300. The new organization will eventually include biometrics support offices (BSOs) at the regional commands and



U.S. Army

A soldier taking an iris scan will download it to an identification database; the scan is one capability of the handheld interagency identity detection equipment (HIIDE) that Task Force Biometrics issues directly to units in Afghanistan.

biometrics support teams supporting each brigade combat team. Recognizing that new authorities would be required for this expanded mission, the task force was officially designated as the biometrics lead for all of ISAF in July 2009.

In its current configuration, the task force has only a small U.S. military/government contingent, primarily in the unit's headquarters and in the single BSO supporting Regional Command South at Kandahar Airfield. The rest of the task force's "soldiers" are contractors serving as field service engineers (FSEs), trainers and, for certain missions, biometric enrollers throughout the Afghanistan theater of operations.

Unlike other "enablers" that help teams perform their missions in support of combat units, Task Force Biometrics primarily supports combatant commanders by issuing BATs and HIIDEs directly to units, and by providing support and training via FSEs and trainers located at larger bases and outposts.

LTC William C. Buhrow is the deputy chief, Operations Support Division, DoD Biometrics Task Force. He has served in intelligence and intelligence-related positions for more than 25 years.

U.S. and ISAF personnel collect biometrics at base-entry control points as part of the vetting process for hiring third-country nationals and local nationals; during targeted missions; and during unplanned military operations such as reactions to improvised explosive device (IED) detonations or cache discoveries. The collected biometrics and contextual data are forwarded through the task force to the continental United States for storage and matching by DoD's automated biometric identification system, operated by the DoD Biometrics Task Force. Reports on individuals who match previous enrollments—or whose fingerprints match those taken from IEDs or equipment and documents associated with insurgent activity—are returned to the task force, which informs the collecting unit and provides any additional information and recommendations for follow-on actions.

The task force also conducts its own enrollment operations for selected missions, one of the most important of which is conducting biometrics-collection operations at points of entry (POE) along Afghanistan's borders. The only POE where biometrics are currently being collected is


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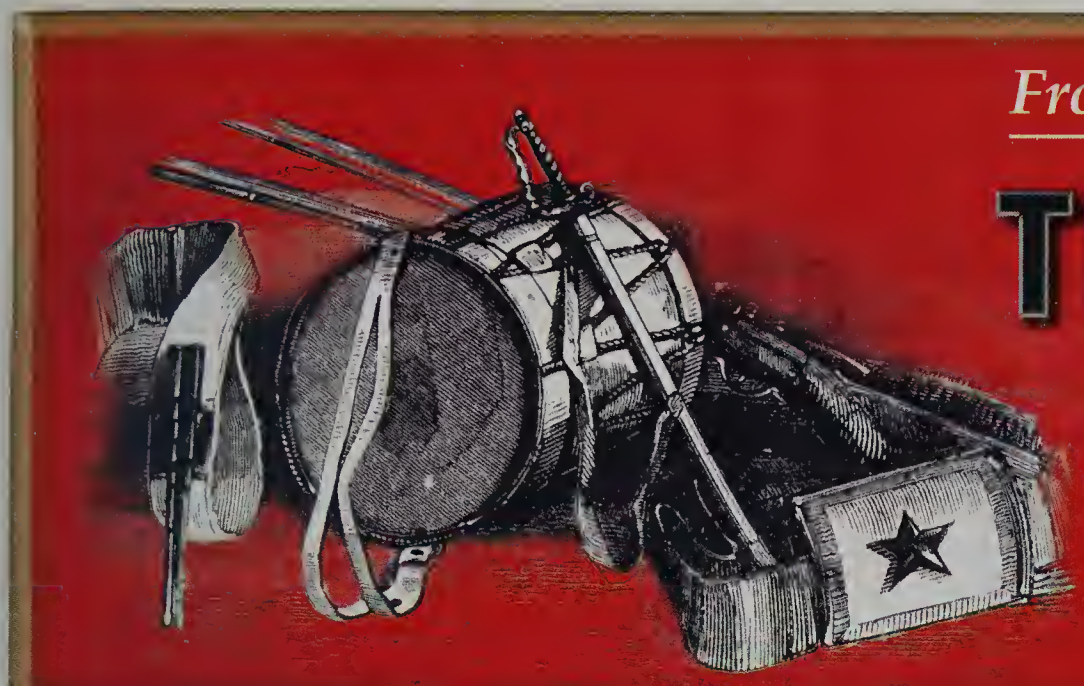
Task Force Biometrics commander COL Joseph Smith, left, is leading a rapid increase in biometrics support to U.S. and Coalition forces in Afghanistan. Biometrics, now collected at Torkham Gate, on the border with Pakistan, will expand to other points of entry.

the critical Torkham Gate (the Khyber Pass), on the border with Pakistan. Torkham Gate is one of the busiest crossing points into Afghanistan and has been the scene of numerous suicide bombings. Biometrics operations there assist the Afghan government's efforts in limiting the movement of insurgents and their supporters into the country, and in preventing the cross-border smuggling of explosives and associated materials. Task Force Biometrics plans to increase its operations at Torkham Gate as part of a larger interagency and international effort, and to expand to other important POEs in the future.

All of these collected biometric data are of little value unless someone can tell the warfighter what they mean. In the task force, that job falls to the biometrics-enabled intelligence (BEI) team. The BEI team, supported by the U.S. Army's National Ground Intelligence Center (NGIC), uses the BAT database to create "digital dossiers" of persons of interest by linking biometric data with relevant all-source intelligence reporting to provide a complete picture of the individual. This information is then used to determine the potential threat posed by individuals, which may lead to their placement on the Afghan biometrically enabled watch list (BEWL). The BEWL is loaded into biometrics-collection devices and can provide immediate feedback if a unit encounters a potential threat on the battlefield or at a base entry point. The BEI team and NGIC have pioneered the use of geospatially depicted BEI information to create products identifying named areas of interest that commanders can use to focus combat operations or continue to collect biometrics. The BEI team has also worked closely with the developers of the distributed common ground system-Army and the tactical ground reporting system to ensure that BEI data are available to and through those widely used capabilities.

Along with its successes, Task Force Biometrics faces some considerable challenges, not the least of which is obtaining the resources to match its rapidly expanding list of missions and requirements. Biometrics is still a relatively new capability; most of the systems are not part of formal programs and are funded by supplemental appropriation. As a result, the production of systems has not kept pace with the expansion of operations in Afghanistan, leading to a serious shortfall in capability. In addition, the task force, as are many organizations, is well short of the amount of personnel required, particularly on the government and military side. As new as biometrics is, there are no formal military training programs or schools to provide "qualified" individuals. Coupled with the complex, technical nature of the mission, this means that few, if any, personnel have significant knowledge of biometrics before they join the task force. (The current commander, COL Joseph Smith, is a noteworthy exception, having come to the unit after two years with the DoD Biometrics Task Force.) The final major challenge relates to the nature of the Coalition fight in Afghanistan, where many of our ISAF allies have national restrictions on the collection and use of biometric data.

Despite these challenges, the use of biometrics is recognized as a key component of the counterinsurgency (COIN) fight at the highest levels of command in ISAF. As such, the use of biometrics to deny the anonymity of the insurgent, enable operations to separate insurgents from the populace and direct targeting at the bad guys will continue to grow. In addition, biometrics operations in Afghanistan will serve as the basis for tactical applications of this critical combat enabler in COIN fights of the future. ★



From Combat to Healing

The Music Of War

By Jonathan Pieslak



Band, Fourth Michigan Infantry

Music has always been a part of war. While much of music's role throughout history has been to signal commands and maneuver troops, it also appears as a powerful way to inspire troops for combat, boost morale or even intimidate an adversary. Plato believed that a specific musical scale, Phrygian, could incite aggressive behavior. In American history, GEN George Washington felt that music was so important to the morale of his troops that he ordered drum and fife majors to improve the quality of music or suffer deduction in wages.

"Go to Sleep"

"I ain't gonna eat, I ain't gonna sleep / Ain't gonna breathe, till I see, what I wanna see
And what I wanna see, is you go to sleep, in the dirt / Permanently, you just being hurt, this ain't gonna work
For me, it just wouldn't be, sufficient enough / Cuz we, are just gonna be, enemies
As long as we breathe, I don't ever see, either of us / Coming to terms, where we can agree … "

—Eminem

The Eminem "Go to Sleep" song … it kind of got us pumped up because every time we left that camp, there was a firefight. The thing is, my job is to go out and try and make friends with people and try to convince them that it is in their best interest to tell me where the bad guys are. I'm not going out there looking for a fight, I'm not breaking down doors and all that kind of stuff. So that kind of wears at you, and you finally get yourself into that mentality that, "You know what? I'm going to have to shoot at someone today, so I might as well get pumped up for it." So that Eminem song "Go to Sleep" when we got to Fallujah was kind of our anthem, and before every mission we'd blare that and we'd all scream the lyrics out. Now crossing the border (from Kuwait into Iraq), Metallica was the big push, and generally on the patrols, Metallica was a big patrol one … usually "Seek and Destroy," "The Four Horsemen," "One," which is a great song, and "Sanitarium," because we all felt a little crazy. It seemed like there was a Metallica song for just about every mood.



MSG C.J. Grisham

—MSG C.J. Grisham

There are seemingly countless examples of the close relationship between music and war, and the wars in Afghanistan and Iraq are no exception. Soldiers' relationships with music in these wars are largely shaped by audio technology, which allows music to be present on and off the battlefield in unprecedented ways. Although the purposes for which music is used—as inspiration for combat, morale, personal expression—are no different from wars throughout the centuries, MP3 players, laptops and music-recording software dramatically influence how soldiers consume and create music in the combat theater. A Desert Storm veteran who, like MSG C.J. Grisham, listened to metal before leaving the base claimed that he ultimately wore out a Megadeth tape during the First Gulf War, commenting, "Sure wish we had iPods then." If the Vietnam War was, on a musical level, the first "rock 'n' roll war," it may be appropriate to dub the wars in Afghanistan and Iraq the first "iPod wars."

In the sidebar, MSG Grisham highlights one important way that music operated as an inspiration/motivation for combat during his deployment. At the initial invasion of Iraq in March 2003, as he and his fellow soldiers crossed the border into Iraq, they constructed a quasi surround-sound system in their truck by mounting small speakers in webbing made out of 550 parachute cord and jury-rigged a converter to a laptop with all of MSG Grisham's MP3s on it. The music that accompanied them into Baghdad—and later Fallujah—was primarily metal and rap: Metallica, Mudvayne, Eminem and DMX.

MSG Grisham's experience is echoed by many soldiers I interviewed about their relationships with music. Either individually or as a group, soldiers would often listen to metal or rap before leaving camps and bases as a way to motivate themselves for the possibility of combat and to put themselves in an aggressive mind-set. This music sometimes appeared within vehicles, where soldiers used it to stay aggressive and to maintain a heightened state of awareness. The soldiers I interviewed, however, also claimed that the music ceased when fighting began. Even if music was being played through their vehicle or communication systems, it never truly provided a "soundtrack" to the fighting.

Metal music as an inspiration for combat is not limited to American soldiers. I had the opportunity to interview former Israeli Defense Force Sgt. Ziv Shalev, who commanded a 10-member intelligence team located on the northern border of Israel. Sgt. Shalev recalled that listening to metal music when preparing for combat was a common practice among certain Israeli soldiers. In fact, he said that his team would listen to Metallica and hard rock/metal songs before ambushes or missions, and identified Metallica's "One" as a popular song in pre-mission listening—the same song that was popular with MSG Grisham and his tank mates. Sgt. Shalev's description pointed to certain similarities between the listening practices of American and Israeli soldiers, particularly with regard to metal music.

The relentless power of the metal sound and the overtly violent lyrics of gangsta rap may make these genres obvious choices for pre-mission listening, but how can we interpret what is going on here? Can we understand soldiers' interactions with music as less intense ways of listening when compared with our own? Or do they represent fundamentally different listening experiences?

***Jonathan Pieslak** is a composer and associate professor at the City College of New York and the Graduate Center, City University of New York. He is the author of* Sound Targets: American Soldiers and Music in the Iraq War, *published by Indiana University Press. His interviews with soldiers, including MSG Grisham, can be heard online at www.soundtargets.com.*

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Many athletes, for instance, listen to music before competitions, and in some sports, like football, pregame viewers frequently see college or professional players leaving buses "plugged in" to MP3 players. During the 2008 Summer Olympics, NBC broadcast American swimmer Michael Phelps' pre-competition iTunes playlist and invited viewers to listen along as Phelps listened to his iPod in preparation for races. Is Phelps' ritual similar in some way to the process of soldiers inspiring themselves through music for the possibility of combat?

To be sure, no one would argue that the contexts of sports are similar to combat, but when we consider that much of the descriptive language surrounding sports such as football uses analogies to war—for example, "the battle in the trenches" of linemen, the "field general" quarterback and even the "blitz" (derived from the German *blitzkrieg*)—there appear to be resonances within American culture that forge a level of connection. After the 9/11 attacks, ESPN removed a commercial for pay-per-view college football that described the sport as "Saturday soldiers fighting for every



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touchdown." If music is often used by athletes as an inspiration, how, then, does it compare to soldiers' preparation, particularly in instances where much of the rhetoric surrounding the game draws analogies to war?

These are difficult questions to answer. Certainly, soldiers interact with music in varying degrees. In my interviews, I typically responded to soldiers' descriptions of listening to metal and rap by asking, "How do you think this music affected you?" While some soldiers said it just pumped them up, others replied that music helped them "step outside of" themselves. "Certain songs would get me where I needed to be," one soldier said. According to another, "War is you having to become what I consider to be a monster." MSG Grisham perhaps put it best: "That Eminem song is a very negative song, and I'm almost even embarrassed to say it was our theme song. But, hey, that's what happens in war. You've got to become inhuman to do inhuman things. And by that, I just mean shooting a weapon in the direction of a living person ... the worst part is that I didn't used to use profanity, but at some point I snapped. Now that I've returned to normal, I can't listen to this song." We may want to consider that there is something deeper going on here. For some, the music does nothing more than pump them up and provide an adrenaline rush, but for others, it may trigger some form of mental transformation to "become inhuman" and "step outside of" themselves. Metal and rap may be important catalysts in this process.

Music's power to motivate soldiers for combat can be contrasted with its equally powerful ability to help soldiers relax. Music can play an important role as a calming tool and a way to transport soldiers "home" with memories of loved ones. An Afghanistan war veteran who adopted the pseudonym "Major Pain" spoke to me about this power. "Music can help you escape the terror and terrible things you may see," he said. "Make you think and see things back home, or bring smells of a Christmas morning from home to you in a hellhole. Music can take you through a time warp and, even though only for a second, can make you forget the hell around you."

Since I began studying the relationship between music and war in 2004, my research has also suggested that music may have considerable potential in soldier treatment. The emerging field of music therapy shows promising work regarding music in response to trauma and posttraumatic stress disorder (PTSD). For example, the American Music Therapy Association, largely funded by the National Academy of Recording Arts and Sciences, ran the New York City Music Therapy Relief Project, aimed at providing music-therapy services for children, victims' families and others to help them cope with the 9/11 attacks. Preliminary evidence shows that these programs were highly successful. Similar music therapy could prove effective for soldiers recovering from physical and psychological trauma.

Music can be a powerful way of coming to terms with the experiences of war, either through composing music or specific songs that express bottled-up emotions. SPC Joshua Revak, a Purple Heart veteran of the Iraq War, composed music for soldier memorial services and recorded an album, "In the Hours of Darkness," while recovering from almost being killed in a mortar attack. He hopes that fellow soldiers will find solace in the music and allow themselves to grieve for their fallen friends as a way of healing. "When we played at memorials, no one cried, no one mourned," he said. "They need to do that. Mourn your losses. Don't be ashamed to cry and mourn. ... My purpose is to help people cry, mourn and heal." MSG Grisham, now undergoing treatment for PTSD, told me that the song "Monster" by Skillet reflects how he feels about himself at times.

With more soldiers returning from the battlefield and making the transition to military life at home and even back to civilian life, music holds great potential to be an acceptable way to grieve, release psychological burdens and express emotions. As much as music has been an important part of war throughout the centuries, my hope is that it will come to occupy just as important a place in the process of soldiers' healing. ★

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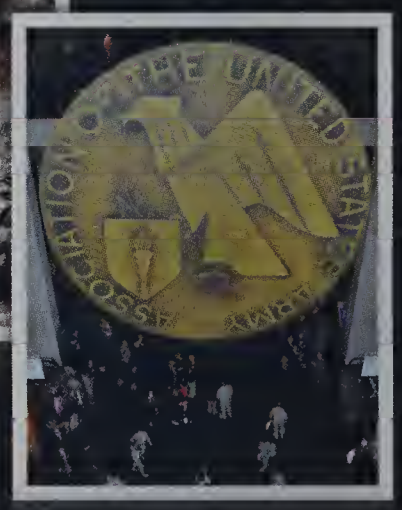
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A Moral Justification for Killing in War

By LTC Pete Kilner

The Army performs many of the same functions as civilian organizations, yet there is one absolutely unique and defining characteristic of our profession—we are organized, equipped and trained to kill people. As company-level leaders, we recruit patriotic young Americans to kill; equip them to kill; train them to kill; develop and issue orders for them to kill; issue fire commands for them to kill; and commend them for killing enemies of our country.

We perform our duties well, and the American people sleep safely at night. As a profession, however, we generally do not provide our soldiers with an explanation for *why* it is morally right for them to kill in combat. Consequently, many of the soldiers entrusted to our care suffer needless guilt after killing in war.

The purpose of this article is to offer you a tool—an explanation for the morality of killing in war—that you can adapt for use in your units. This is a presentation I have given to Army combat units and Marines, as well as at West Point and ROTC programs. This explanation may not be *the* answer, but it is *an* answer to this difficult and often-overlooked issue. Perhaps the most important outcome of having this conversation with your unit is a command climate in which your soldiers feel comfortable talking about killing and about the thoughts and feelings that killing provokes.

My Story

I have found it helpful to open the conversation by sharing my personal journey of thinking about the morality of killing. Every soldier thinks about this subject sometime, but relatively few talk openly about it. If we want to open a healthy professional dialogue on a topic that is still somewhat taboo, we ought to set the example. Your story may be more grounded in personal experience and less academic (after all, I have never killed anyone), and that is probably more effective.

My personal interest in the morality of killing in war was sparked one night years ago when I was a precommand captain in the 82nd Airborne. Rigged for a combat jump, I was waiting to load into a plane that would unload me and thousands of other paratroopers 400 feet above the ground. (The jump was later cancelled.) Amid the nervous chatter, one young trooper's sincere question to a chaplain caught my attention.

"Chaplain," he asked. "We're gonna kill a lot of people tonight. Is that all right?"

"Of course it's the right thing to do," responded the chaplain with confidence. "We're soldiers. The President told us to do it. That makes it right."

I remember feeling profoundly disappointed in that response. I knew there had to be a better answer than that.

Two years later, I had the opportunity to revisit the question when the Army sent me to graduate school to study philosophy. To my surprise and dismay, I could not find the answer. No one—not the chaplaincy, the SJA, the Army, DoD, academia, not even my religion—provided a satisfactory moral justification for looking down my sights and placing two rounds into the head of an insurgent. Having enlisted as an infantryman out of high school and subsequently becoming an infantry officer, I had always assumed that what I was training myself and others to do was a morally justified action. I realized that I needed either to find the answer or to find another line of work.

What I discovered in my subsequent research was that those who justify killing in war and those who condemn it approach the topic from very different perspectives. The "just-war" tradition justifies the moral permissibility of war at the international, state-to-state level. Although the tradition includes principles for individual soldiers' conduct in war, it does not provide a moral justification for the combatant-on-combatant killing that characterizes war. In contrast, the "war-pacifist" tradition focuses its lens down at the level of the individual soldier. It argues that killing another human being in the context of war is morally unjusti-

fied, and therefore wars among states are morally unjustified. I found both approaches to be inadequate. While the top-down justification did not go far enough in explaining why killing in war can be a morally right choice for the individual soldier, the pacifists' condemnation of wartime killing was based on fundamental misunderstandings about war and soldiers. In my thesis, I combined a war-pacifist framework for justifiable killing with my own understanding of the nature of war to produce a moral justification for killing in war.

> It's helpful to think of killing in war as akin to a doctor amputating the infected limb of a wounded warrior—it's sad and painful, and it takes training and courage to do right, but is the morally right choice among lousy alternatives and therefore ought to be done.

While writing my thesis, I happened to read Dave Grossman's *On Killing,* which contains numerous anecdotes of soldiers reflecting on killing. Grossman, who has a background in psychology, makes sense of soldiers' post-killing psychological problems by examining what happened to them in the experience. As an ethicist, however, I read the anecdotes with a different lens—focusing on what the soldiers had done, not on what had happened to them. I realized then that there might be a link between soldiers being able to justify to themselves the morality of killing in war and their post-combat psychological welfare.

Others' Stories

Not everyone who kills in war is troubled by the experience, but many are. Because I have written about this topic, I receive many e-mails from veterans who have killed in war and from their families (more so from the latter). Their pain is palpable; read these excerpts from a few e-mails.

From a soldier: "The last guy I killed was in a vehicle that came up to my checkpoint during a raid. He tried to evade, I opened up as per ROE at the time, and shortly thereafter a couple of soldiers with me began to shoot at the vehicle. I zeroed 28 rounds of a 30-round magazine into the passenger and driver. The driver was hit but not killed immediately, and he managed to back his car back into his driveway 300 meters away. What I'll never forget about that engagement was listening to the family react when they saw the inside of the car and their loved one without a chest. I saw a counselor for about six months when I got back. I quit when I could start sleeping through the night without having to drink a six-pack beforehand."

From a soldier's mom: "My son is wrestling with what he did during his deployment. He was raised Catholic and was taught morality and values. Now our son is really grappling with the fact that he took a human life, and I don't know exactly how to explain it, excuse it or justify it. I want him to feel okay with what he did and about himself. I am avoiding the word forgiven, because I don't feel there is anything to forgive. We are supportive of his decision to join the military and are very proud of his accomplishments and ability to do his job effectively. I don't know how to impress upon him that killing in war is justified, and not the same as murder, and

Why Talk With our Soldiers About the Morality of Killing?

1. Helping our soldiers understand the moral justification of killing is a leadership issue. Many soldiers who have killed in war are wracked by guilt when they should not be. When our soldiers kill justly, they ought to be able to live at peace with themselves. We, their leaders, are responsible for them killing; we ought to do our part to help them live fully afterwards.

2. Our soldiers arrive in the Army without any personal experience of killing another human being. As their leaders, we need to help them prepare for and make sense of the first-in-a-lifetime experience of killing a fellow human being. This contrasts with other, more frequent moral decisions. For example, by the time I turned 18 and joined the Army, I knew that stealing was immoral. Why? Well, when I was an 11-year-old boy, I shoplifted some candy. Almost immediately afterwards, I felt guilty and ashamed of myself. A year later, someone stole my bicycle, and I experienced anger and a sense of violation. So, by the time I became a soldier, I had a well-developed sense of morality about stealing. On the other hand, I had no experience with the morality of killing.

3. When it comes to killing another human being, our soldiers cannot trust their feelings. We human beings appear to be hardwired to feel guilty after being involved in the death of another person. For example, if you are driving a car under the speed limit and paying attention to the road, yet a pedestrian negligently darts in front of your car and is struck and killed, you will feel terribly guilty, despite the fact that you know you did nothing wrong. Apparently, playing a role in another's death elicits guilt even without any wrongdoing. Sharing this observation alone is comforting to soldiers, who often wonder why they feel a sense of guilt even though they know cognitively that it was right to kill the enemy combatant.

4. Understanding the morality of killing in war empowers our soldiers to talk confidently with family, neighbors, acquaintances, etc., about the things the Army does. Within our military communities, we take for granted that wartime killing is morally acceptable. Other communities, however, do not necessarily share that assumption. All of our soldiers will one day retire or ETS. They will likely be challenged by the ignorant, indolent and downright hateful towards the military. If we have not prepared our soldiers to respond to questions about wartime killing, we have left them defenseless.

that he did what he was trained to do, and did a good job. Any words of wisdom would be appreciated."

From a soldier's wife: "My husband was in active combat in Somalia, Honduras and Iraq. I think Somalia was the hardest for him. Yesterday I came into our room and saw him staring at the wall. He was pale, perspiring profusely and clenching his fists. I have never seen him like this. I asked if he was OK. This startled him and sort of 'woke' him. He said he was fine and didn't want to talk about it. Later he told me he has been starting to have dreams again and has had a few episodes of feeling charged/panicked, but he is able to regain composure and be fine. We talked at length for the first time about his dreams and his feelings about the people he killed while in combat. He carries so much guilt. He said at the time there was a moving target and he reacted. Now he remembers those same instances and sees their faces. He is haunted by them. He didn't want to talk to me or anyone else about it because he didn't want to be judged for what he had done instead of for who he is. Is there anything you can recommend that I can do or he can do to help deal with his guilt? I love him dearly; he is amazing. I want him to be free. He has carried this for so long. He has been out of the service for eight years now, and it is still with him every day."

Stories like these are a call to arms to improve the way we train our soldiers. We teach our soldiers to kill effectively, so we should also teach them how to live with clear consciences after they have killed morally.

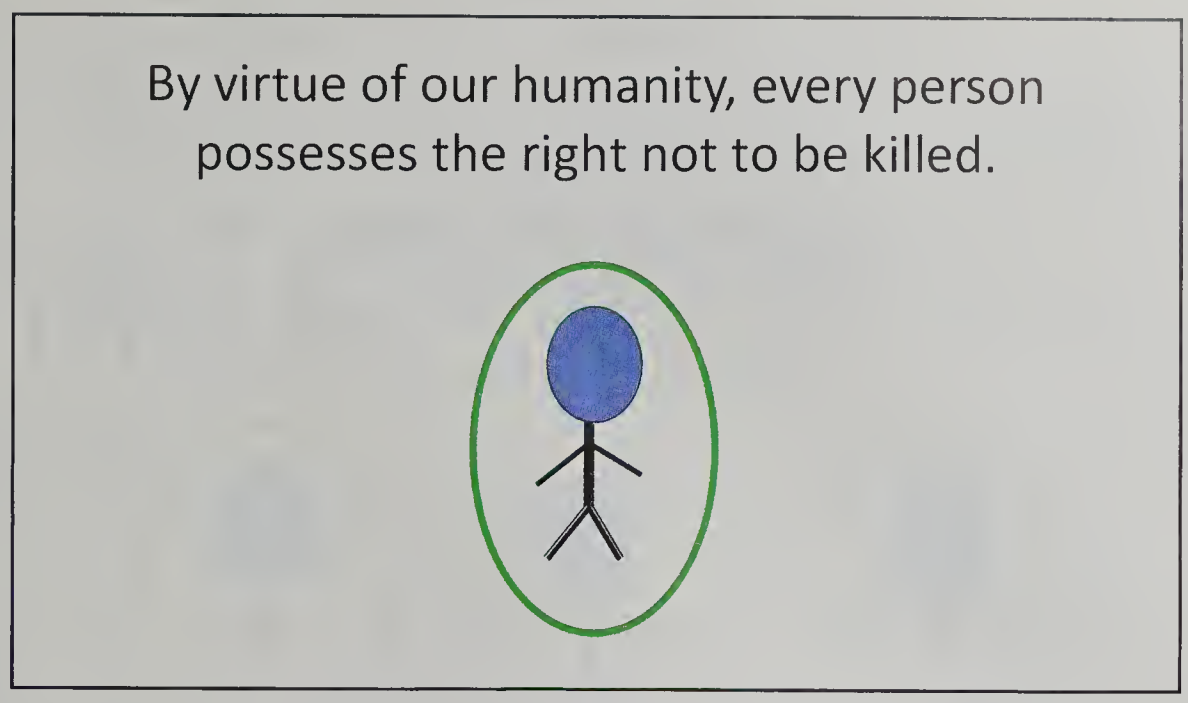


Figure 1

A Moral Justification

This rights-based justification for killing does not rely on any particular religious belief, but it is consistent with Judeo-Christian assumptions about human rights as well as with principles of American civil law. I refer to it informally as the "bubble theory."

Our starting point in justifying wartime killing is the conviction that every person possesses the "right not to be killed." The ultimate source of our human rights is arguable. Some would say God, others cite human reason, and still others refer to implicit social contracts or even man-made laws. But I hope we can agree that all persons do possess rights—whatever their source—and that the most fundamental and basic right is the right not to be killed, followed closely by the right not to be enslaved. Our system of government is founded on the belief that all people are endowed with the rights to life and liberty.

Rights are intangible, so it helps to use a concrete "visual" when we think about them. Imagine, if you will, the "right not to be killed" as a bubble that surrounds each person (Figure 1). Each of us possesses the right that no one else "violate our bubble" and harm us. By virtue of being human, every person possesses a bubble. This is consistent with our moral intuitions. When we are walking down the street, for example, it would be morally wrong to physically assault a person walking past us. Why? In terms of this explanation, we would be violating that person's bubble. He possessed the fundamental human right not to be physically harmed.

Yet we also know that someone can forfeit that right—can "burst his own bubble." A right is a right as long as it does not violate the more fundamental right of another. Thus, we recognize that if a person intentionally violates (or threatens to violate) the bubble of another, he forfeits his own bubble (Figure 2).

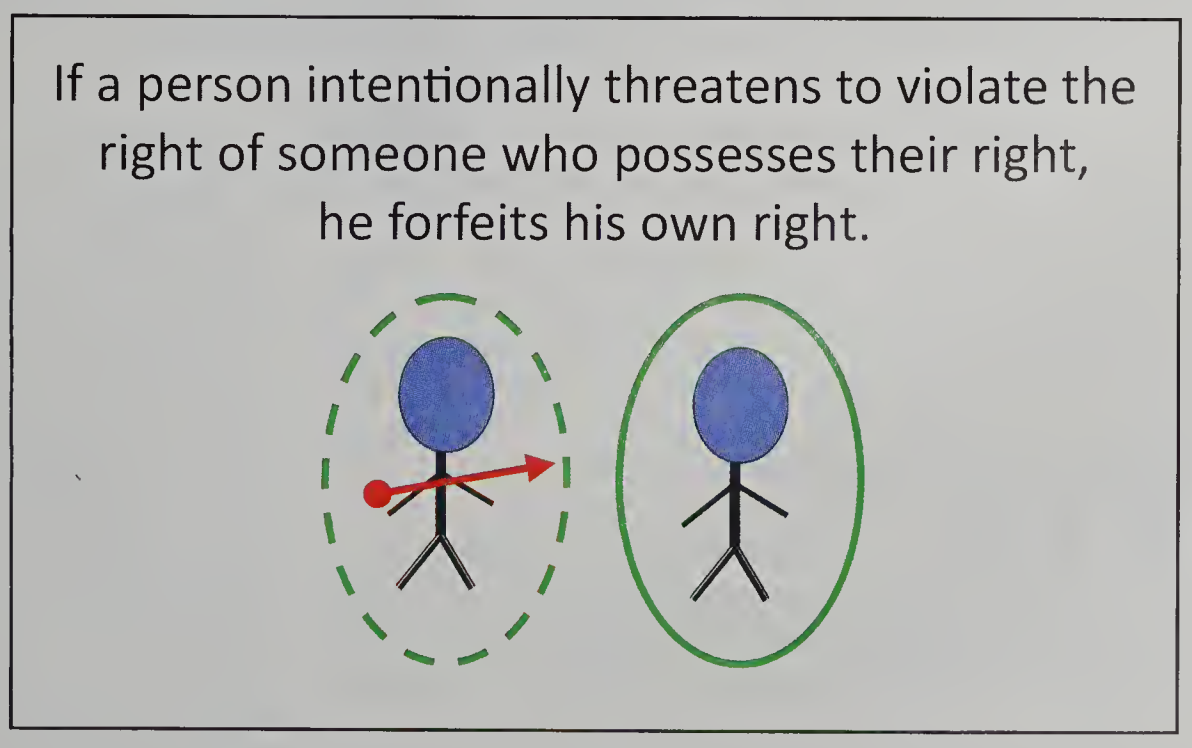


Figure 2

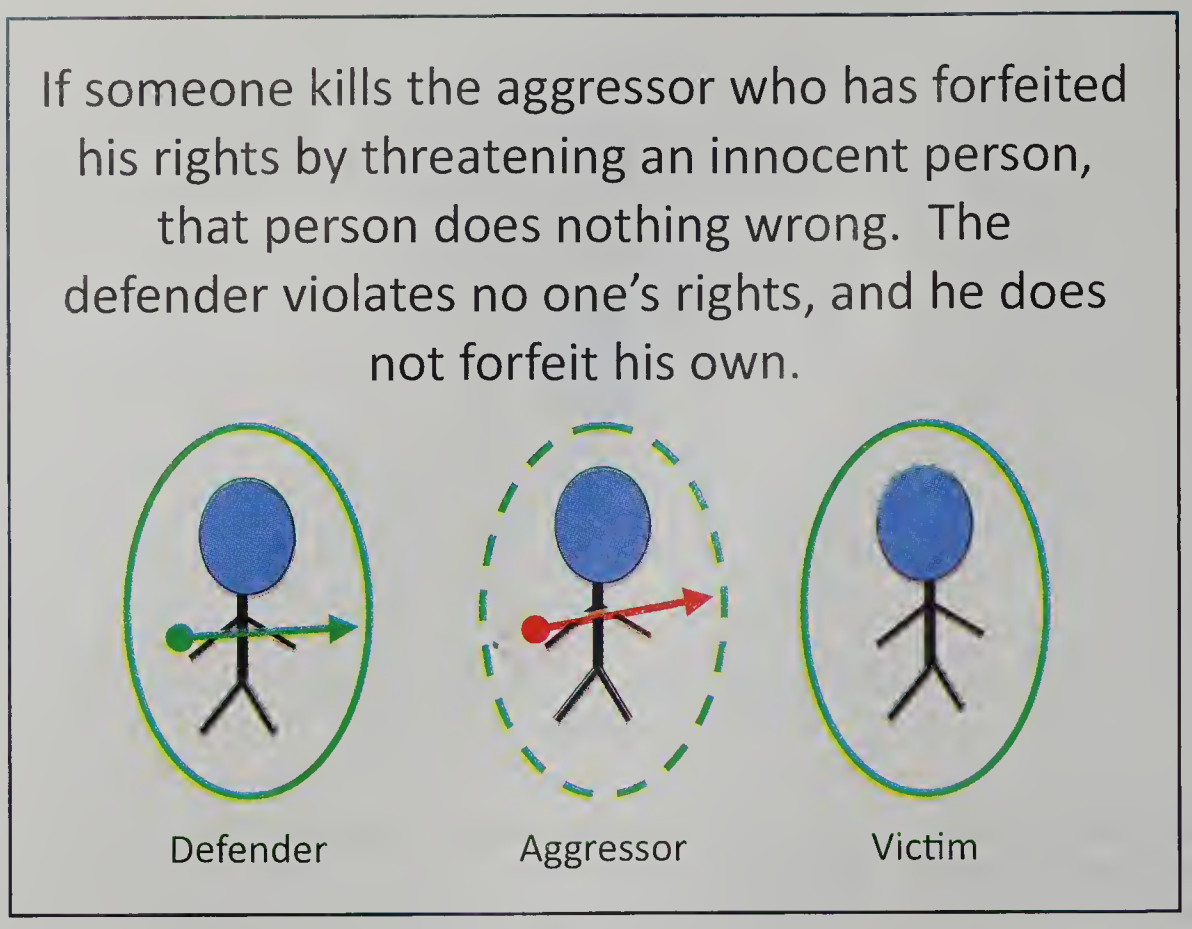


Figure 3

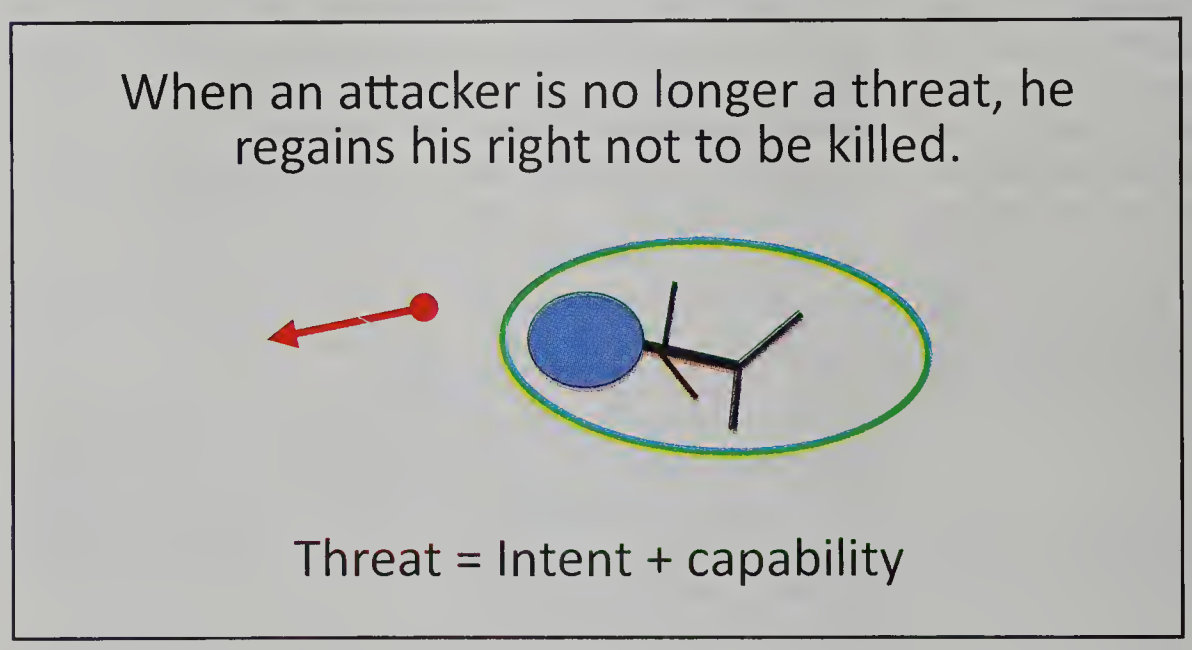


Figure 4

For example, if we are walking down the street and someone confronts us with a gun, we are morally permitted to use violence against the person to protect ourselves. Why? Because by consciously choosing to violate the bubble of another, the man had forfeited his own bubble of rights. The concept of forfeiting rights also applies to situations of coming to the defense of another. For example, if we witness a man pull a woman into an alley and continue assaulting her, we are morally permitted to use violence against that man to protect the victim, just as the victim herself is morally right to fight back against her attacker. Why? Because the attacker, by virtue of violating the bubble of someone else, had forfeited his own bubble, so our use of violence against him violated no right (Figure 3).

It's important to note that a just defender does not forfeit his rights when he attacks an unjust aggressor, as in the previous scenario. The following scenario helps to clarify the rights of a defender. An armed bank robber has taken a hostage at gunpoint. By threatening the life of the hostage, the robber has forfeited his right not to be killed. A police officer then arrives at the scene and aims her firearm at the robber. Has the officer done anything wrong? No. Not only has the robber already forfeited his right not to be killed, but also the police officer has an obligation to protect innocent people, including the hostage. Would we say that the police officer, by virtue of "threatening" the robber, forfeits her own right not to be killed? Would the robber be justified in shooting the officer in "self-defense"? Of course not, on both counts. The officer cannot violate the rights of someone who has already forfeited them. The moral inequality between the robber and police officer makes it morally acceptable for the officer to kill the robber, but not vice versa.

When fighting in a just war, a soldier is a defender. Soldiers continue to possess their bubbles as long as they direct violence only at those who have already forfeited their right not to be killed. Enemy combatants are the ones who have "lost their bubbles" by threatening the rights of those who possess them—noncombatants and/or our soldiers. Even if they are not personally threatening anyone at the time we engage them, combatants for an unjust cause are still morally permissible targets because they are operating as part of a larger organism—the unjust threat. There is a good reason why military uniforms include both the individual's name and the organization/state in whose name he acts; soldiers act as both individuals and as elements of a collective.

Consistent with the rules of war, an aggressor's forfeiture of rights is not permanent. The default setting for a human being is to possess the right not to be killed, so when a person is no longer a threat, he regains his right, his bubble (Figure 4). What constitutes a "threat"? A threat is someone who possesses both the intent and the capability to violate someone's right not to be killed. As soon as a person no longer has the intent or the capability to violate the bubble of another, he regains his own bubble and should not be killed. This is why it is morally wrong to kill a detainee or an incapacitated insurgent.

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- Killing someone, even justifiably, is upsetting at some level. That's normal and healthy. If the killing is morally unjustified, the psychological impact will likely be much greater.

Limitations

That, in a nutshell, is the bubble theory of the morality of killing in war. I'll be the first to acknowledge its shortcomings as a purely logical approach to an intensely emotional experience. Even soldiers who internalize this theory may still experience sadness, guilt or shame after they kill in war. I doubt we would want it any other way; killing another human being is not something to be taken lightly or celebrated. Maybe the best we can hope for is that good soldiers' bad feelings will be tempered by the knowledge that they did nothing morally wrong.

It's also a fair criticism to say that the killing that takes place in war is often much more complicated than the situations described here. As one combat vet said to me, "It is almost never this simple. Very rarely is it a case of a white-hatted good guy shooting down the black-hatted villain who's been terrorizing the town. There are almost always shades of gray." I agree, but we have to start somewhere; the bubble theory provides a set of very basic principles that you can utilize to initiate a deeper conversation in your units.

Perhaps the most tragic situations in war occur when well-intentioned soldiers mistakenly kill noncombatants. When unjust combatants refuse to wear uniforms, just soldiers bear the burden of identifying those who have forfeited their bubbles. Determining "hostile intent" is a big challenge for our soldiers, who often have to make split-second, life-or-death judgments with incomplete information. Good rules of engagement provide guidelines to assist that decision-making process. Nevertheless, given the complexity of combat, mistakes happen. The ROE will likely permit some immoral killing and condemn some morally justified killing, and soldiers will make well-intentioned, good-faith errors in distinguishing between noncombatants and combatants. It is critical that our soldiers understand that they are not morally to blame when they kill someone whom they thought had forfeited his bubble but in fact had not. Perhaps no argument will assuage their regret, but looking into their eyes and telling them, "You made the right moral decision with the information you had at hand" can only help. The vocabulary of *rights* and *bubbles* can help our soldiers make and justify their judgment calls, not only to 15-6 investigators but, more importantly, to their own consciences.

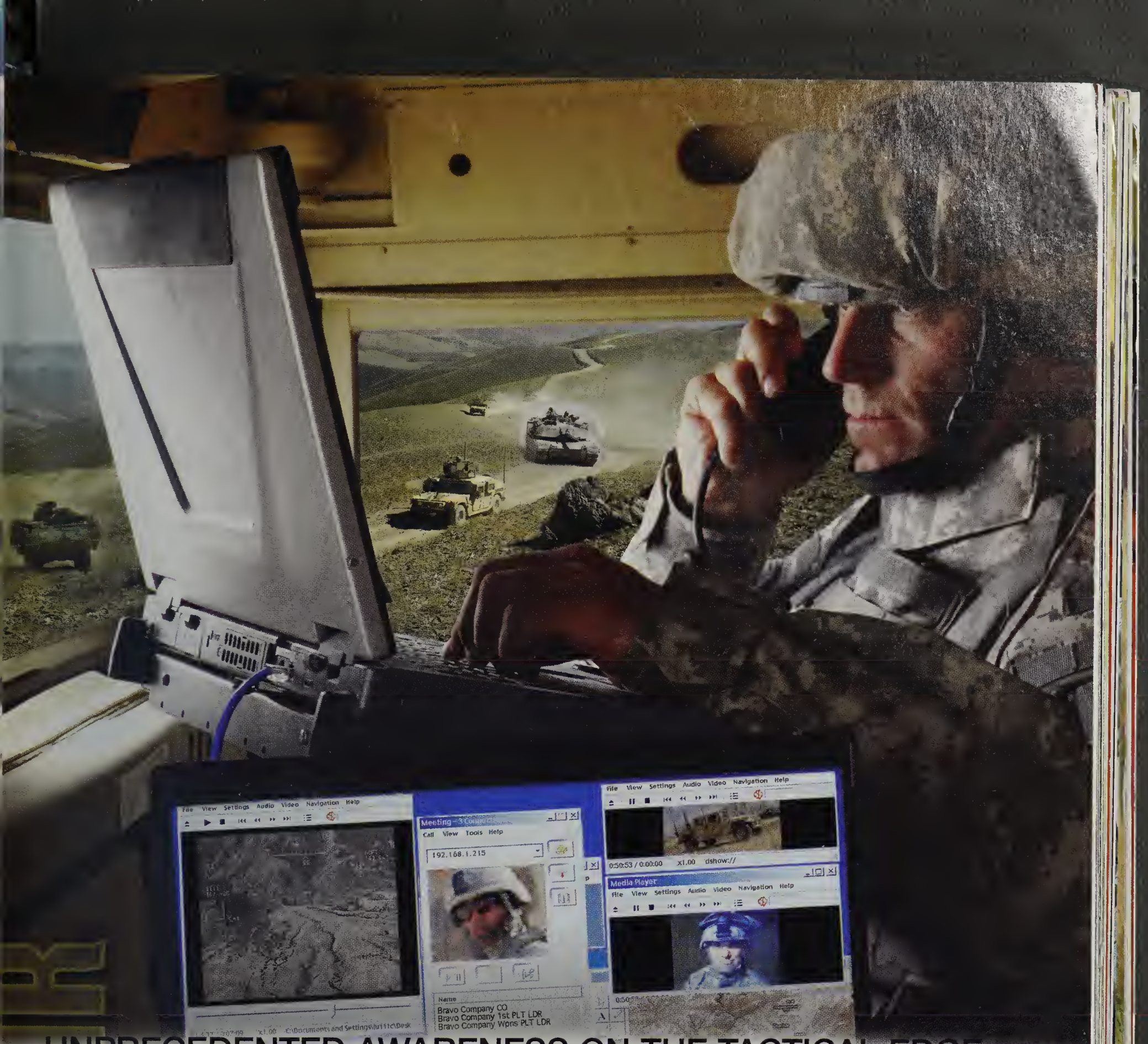
If the argument presented here makes sense, then we ought to do something about it. In addition to opening the conversation in our units, we can embed the ideas in our training. In AARs, we routinely ask questions like, "Why did you flank left?" and "Why did you decide to detain that person?" We can also ask, "Why was it morally right to kill that person?" As with anything else, our soldiers will become proficient through training. Killing is central to our profession, and it is a huge moral issue. We already train our soldiers to kill effectively; let's train them to live effectively after they kill.

Opening the Conversation in Your Unit

A lot more could be said, but this article covers the basics for launching a conversation in our units around the moral justification for killing in war and the natural feelings that killing stirs. A commander-initiated conversation will make your soldiers comfortable with the topic and provide them a shared vocabulary for talking about it. As Grossman says, "We are only as sick as our secrets." A professional dialogue among you and your soldiers will be a lot healthier than the tortured internal monologues that so many soldiers are currently experiencing.

If you want to share these ideas with your soldiers, a PowerPoint presentation can be downloaded in the Leadership topics of the CompanyCommand and PlatoonLeader professional forums (http://CC.army.mil and http://PL.army.mil), where you can also discuss the ideas expressed here. Access to the forums is restricted to currently commissioned officers and cadets. If you are ineligible for CC and PL and would like a copy of the full presentation, e-mail me at peter.kilner@us.army.mil. I may be overseas for a few weeks in February with limited connectivity, so please be patient.





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BOEING

Soldier Armed

MRAP All-Terrain Vehicles (M-ATVs)

By Scott R. Gourley

With the handoff of the 1,000th mine resistant ambush protected (MRAP) all-terrain vehicle (M-ATV) to the U.S. armed forces last November, U.S. soldiers and marines will field significantly enhanced capabilities to conduct small-unit combat operations in highly restricted rural, mountainous and urban environments including mounted patrols, reconnaissance, security, convoy protection, communications, command and control, and combat service support missions.

The vehicle has a seating capacity for four passengers and one gunner, a vehicle curb weight of less than 25,000 pounds (11,340 kilograms) and payload capacity of 4,000 pounds (1,814 kilograms).

The M-ATV is the U.S. military's newest MRAP model, combining the protection levels of legacy MRAPs with improved mobility and durability to handle Afghanistan's mountainous cross-country terrain and unimproved roads. The vehicle uses the Oshkosh-patented TAK-4 independent suspension system, which has undergone more than 500,000 miles of government testing, achieving a 70 percent off-road profile capability and 16 inches of independent wheel travel. The system is also used on the Marine Corps' medium tactical vehicle replacement (MTVR) and logistics vehicle system replacement as well as the Army's palletized load system.

"The M-ATV is very simple," explained Andy Hove, executive vice president, Oshkosh Corporation, and president, Oshkosh Defense (a division of Oshkosh Corporation). "It is MRAP-level protection—which soldiers, marines, airmen and sailors expect—in a package that gives you tremendous off-road capability. And that's critical with the infrastructure that exists in Afghanistan."

Asked to describe how that mobility will enhance the capabilities of today's warfighters, Hove said, "They have 'go/no-go' terrain, and what the M-ATV allows them to do is convert a substantial portion of what is currently 'no-go' terrain into 'go' terrain."

In terms of program origins and positioning the company to meet the M-ATV program requirements, Hove said, "We maintain very close relationships with our customers day in and day out to try to understand their needs. We were not a significant player in the original MRAP program, but we paid attention to what was going on with that program, what our customers' needs were and the need for off-road capability.

"We also had a good understanding of what was going on in Afghanistan," he continued. "From the very first deployment there, our MTVR has really been the workhorse in that country, particularly for the Marine Corps. We knew how much better it was performing on unimproved roads and other elements of that infrastructure, so we were well aware of the challenges there and of the need to have better levels of protection on vehicles together with off-road capabilities. Again, Oshkosh has been at the cutting edge of off-road capabilities since the start of our company. Four-wheel-drive trucks are how we started. So when the requirement for M-ATV solidified itself in fall 2008 and … when the request for proposals came out in December 2008, we had been paying close-enough attention that we knew we had the right pieces, and if we put them together in the right package, we would have a great product."



The mine resistant ambush protected (MRAP) all-terrain vehicle (M-ATV) was designed to replace the up-armored Humvee in mountainous and roadless areas of Afghanistan.

Oshkosh Corporation

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U.S. Air Force/SAMN Susan Tracy

The first M-ATVs to arrive in Afghanistan are offloaded from a C-17 Globemaster III at Bagram Airfield. Lighter and more maneuverable than MRAPs, M-ATVs carry five personnel and will support small-unit combat operations in both rural and urban areas.

The proposal process moved into more competition, with production-ready vehicles in early 2009, leading to a down-selection in early summer.

In June, DoD announced its selection of Oshkosh Corporation to supply M-ATVs for its fighting forces. The initial delivery order from the U.S. Army Tank-automotive and Armaments Command (TACOM) Life Cycle Management Command (LCMC) was for 2,244 vehicles.

At the time of the award, Hove said, "In recognition of the urgent need, we began daily production of Oshkosh M-ATVs on our flexible manufacturing line. ... We and our suppliers have already made significant investments in materials and are well positioned to accelerate our manufacturing capabilities."

The initial vehicles were available to TACOM LCMC in July 2009.

In addition to the hard work of Oshkosh, the M-ATV design reflects the expertise of a supporting industry team that includes: Plasan North America, which builds the M-ATV armor system to provide an advanced armor solution; Caterpillar, for the C7, 370-horsepower engine; Allison, for the 3,500 SP transmission; and Michelin, for the 395/85R20 XZL tires.

"We've been very fortunate to work with the leaders in their industries," Hove said. "Our intention was to build a world-class vehicle, and we've turned to world-class suppliers for their components."

As M-ATV deliveries continued and production continued to ramp up, expanding user needs were recognized with additional contract awards. Last July, Oshkosh Corporation announced receipt of another order from TACOM LCMC to deliver 1,700 additional M-ATVs by February 2010. That was followed in September by a third award for another 352 M-ATVs, in October for an additional 923 vehicles and again in November for another 1,000. The multiple awards total 6,219 vehicles ordered as of early December.

Asked if the armed forces had mentioned any plans beyond that, Hove referred to recent comments from senior defense officials indicating that additional requirements and needs exist. He quickly added, "A requirement and a need don't always translate into a contract award. But we have given [DoD] clear indications of our ability and our capacity to continue to produce M-ATVs after we complete production on the current award."

Summarizing the significance of the platform for the warfighter, Hove said, "Our hope is that it allows them to be better able to carry out their mission and come home safe and sound.

"It's a pretty simple story," he continued. "You pay attention to what your customer needs. You work hard at putting together the right technical solution. Then you work even harder to get it produced quickly and efficiently. That's been our heritage. That's who we are. We're going to stay that way, and we are always going to be ready to help out our warfighters." ★



Oshkosh Corporation

The Oshkosh TAK-4 independent suspension system gives the M-ATV superior off-road mobility; the same system will be used to upgrade some legacy MRAPs now in Afghanistan.

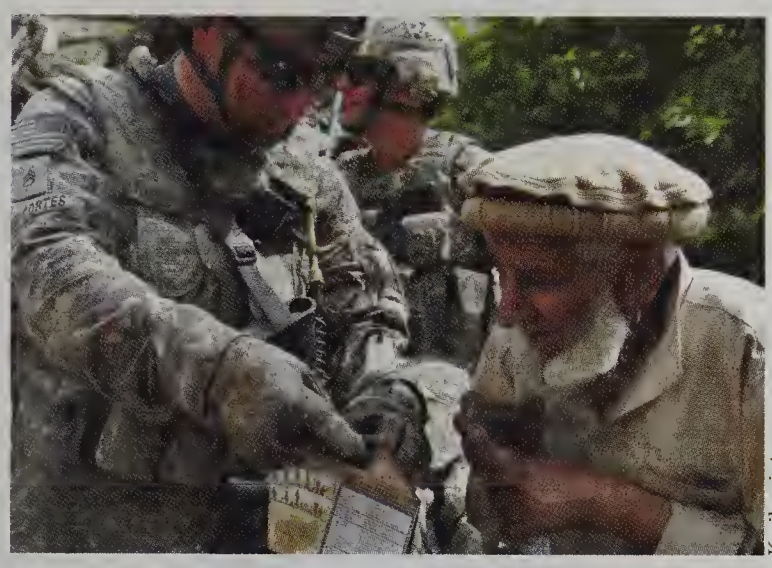
AUSA Sustaining Member Profile

Kwikpoint

Corporate Structure—Founded: 1989. Founder and CEO: Alan Stillman. Headquarters: 908 King Street, Suite 300, Alexandria, VA 22314. Telephone: 703-370-5527. Web site: Kwikpoint.com.

Kwikpoint's flagship product, the Visual Language Translator (VLT), enables people who do not speak the same language to communicate instantly by pointing to pictures. Kwikpoint currently concentrates its main effort on supporting our armed forces worldwide with unique visual language tools such as the VLT, visual user guides, visual training guides, and cultural and operational smart cards. Kwikpoint's products are lightweight, pocket-size, multipanel folded cards that are tear-proof and impervious to water.

Kwikpoint/Gaia is a privately held small business founded by Alan Stillman, who developed the Kwikpoint concept on a 15,000-mile round-the-world bicycle trip. While in Hungary and unfamiliar with the language, he cut out magazine pictures to communicate his dinner selections. From that simple concept grew a communications device that spans continents and dialects with ease.



Kwikpoint

An Army NCO uses a Kwikpoint guide to communicate with an Afghan elder; Kwikpoint has supplied more than 2.5 million communication guides to U.S. servicemembers worldwide.

Kwikpoint VLTs are developed using visual language techniques and processes validated by subject-matter experts. The result is a set of pictures, visually simple, but carefully designed with thorough analysis to ensure that each picture is immediately understandable, unambiguous in meaning and culturally appropriate. By combining pictures in various sequences, a wide range of ideas, concepts and actions can be communicated with a single card. Kwikpoint holds a U.S. patent for this point-to-pictures communications capability.

Kwikpoint's market segments include:

Military Products

■ *IED Detection VLT.* This VLT was developed for the Joint Improvised Explosive Device Defeat Organization (JIEDDO) to assist armed forces personnel in detecting and deterring improvised explosive devices (IEDs). It contains visual language graphics supplemented with phonetic phrases in Arabic, Pashto and Dari to help soldiers and marines: gather intelligence about IED manufacture, emplacement and concealment; offer rewards for information; and locate and identify enemy covert activity. Kwikpoint IED Detection VLTs help save lives every day in Iraq and Afghanistan. In Baghdad, a soldier's use of an IED Detection VLT to interact with an Iraqi teenager led to the discovery of components for 500 IEDs.

■ *PEO Soldier.* The Rapid Fielding Initiative provides packets of three VLTs (language survival guide, military medical guide and military police guide) to all units deployed to Iraq and Afghanistan.

■ *Aviation Visual Language Survival Guide (VLSG).* The Aviation VLSG was developed specifically for the needs of aviation personnel who might be downed, experience equipment failure and/or be separated from their group in unfamiliar territory, whether hostile or friendly.

■ *International Personal Safety and Travel VLT.* This VLT was specifically developed for urgent situations when a traveler might become separated from a group or otherwise arrive in unfamiliar territory, whether hostile or friendly.

■ *Cultural and Operational Smart Cards and Reference Guides.* Cultural smart cards, developed with native-language experts, provide accurate and useful information about the history and culture of countries in which U.S. forces operate; this category includes cards designed for French and Spanish speakers. The Warrior Smart Card was developed both as a predeployment training guide and as in-theater support for troops in harm's way. Content includes a wealth of crucial training reminders such as prebattle preparation and combat tips. Other cards include the Detainee Ops Smart Card and the IED Reference Guide in Arabic for training Iraqi military personnel.

■ *Visual User Guides (VUGs) and Visual Training Guides (VTGs).* VUGs provide clear, quick, easy and correct information for assembly, use and care of equipment using graphic images with minimal text. Illustrations clearly match what the user is looking at or holding in his hands, eliminating the confusion that often surrounds text-based or poorly designed instructions. Recent products include VUGs for special operations forces and Marine Corps modular body armor, the protective combat uniform cold-weather ensemble and the ballistic helmet upgrade kit (for Afghan forces). Visual Training Guides for Afghan military training have also been developed, including the M16 Assembly and Use Guide. VTGs in English, Pashto and Dari can materially assist all training of Afghan military and police.

Commercial Products

■ *Travel*—for travelers to communicate transportation, food, accommodations, and medical or emergency needs. Kwikpoint prepared a special VLT for the 2008 Summer Olympics in Beijing.

■ *Medical*—for emergency medical services (EMS), medical personnel, emergency room and hospital staff as well as individual travelers to identify and help diagnose and treat an array of symptoms, diseases and injuries. The New York City Fire Department provides a VLT to its EMS crews.

■ *Law enforcement*—for victim and witness interviews in situations involving property theft, vandalism, assaults, car accidents, sexual crimes, missing children and suspect identification.

■ *Disaster relief*—for first responders, aid workers and victims to communicate food, clothing, shelter, hygiene, health and child-care needs.

Global Health Products (smart cards, reference cards, VUGs)

Developed for nongovernmental and aid organizations such as the U.N. and the U.S. Agency for International Development, these products focus on infectious diseases, treatment, reproductive health and behavioral-change communications.

When and wherever people need to communicate, Kwikpoint VLTs can provide an effective and affordable bridge to mutual understanding.

Reviews

A 'Leader-Centric' Approach to Counterinsurgency

A Question of Command: Counterinsurgency from the Civil War to Iraq. *Mark Moyar. Yale University Press. 368 pages; maps; black-and-white photographs; index; $30.*

By John Nagl

In the fall of 2004, COL Bill Hix was in charge of GEN George W. Casey Jr.'s counterinsurgency (COIN) strategy office in Iraq. COL Hix asked Dr. Kalev (Gunner) Sepp to provide a list of counterinsurgency best practices—the tactics that had worked through history to build support for governments afflicted by insurgencies. Sepp, a retired Special Forces officer with a doctorate in history from Harvard, quickly complied; the result was an indictment of American counterinsurgency practice in Iraq in the first years of the war. Sepp later published his list of best and worst counterinsurgency practices in *Military Review* magazine and saw it repeated verbatim in the Army/Marine Corps Field Manual (FM) 3-24 *Counterinsurgency* when that document was published in 2006.

In *A Question of Command: Counterinsurgency from the Civil War to Iraq*, Mark Moyar denies the premise of Sepp's list of best and worst practices in counterinsurgency. While acknowledging that "some broad principles do apply to every, or almost every, counterinsurgency," Moyar contends that "counterinsurgency is 'leader-centric' warfare, a contest between elites in which the elite with superiority in certain leadership attributes usually wins." Since leadership is the critical independent variable in determining success in counterinsurgency, Moyar suggests screening for the characteristics common to effective counterinsurgency commanders—initiative, flexibility, creativity, judgment, empathy, charisma, sociability, dedication, integrity and organization.

He explicitly posits the presence of these attributes as an alternative to the two dominant COIN theories: population-centric COIN, which puts primacy on protecting the population above all else, and enemy-centric COIN, which focuses on killing and capturing the insurgents. Although he is a qualified advocate of population-centric COIN, stating that "the counterinsurgents must establish security in and around the populace … because it denies the insurgents the access required to persuade and coerce civilians," Moyar believes that even sound counterinsurgency methods "have consistently failed when good leaders were lacking." Good leaders, however, can independently derive the principles of population-centric counterinsurgency.



Moyar tests his leader-centric COIN theory against nine cases—the American Civil War, Reconstruction, the Philippine Insurrection, the Huk Rebellion, the Malayan Emergency, the Vietnam War, the Salvadoran Insurgency, and the current wars in Afghanistan and Iraq—and discovers that flexible, creative, well-organized leaders played critical roles in achieving successes in these wars. Poor leaders, perhaps unsurprisingly, failed to defeat insurgencies. The solution is clear to Moyar: Rather than providing doctrine based on historical experience on how to conduct counterinsurgency successfully, military institutions should choose good leaders and let them figure it out.

For Moyar's argument to hold, he would have to demonstrate that good leaders can succeed using enemy-centric counterinsurgency tactics—that leadership, rather than adherence to the classic principles of counterinsurgency, determines success or failure in this kind of war. Unfortunately for his thesis, that is not the case; instead, in every instance, creative, charismatic commanders developed the same methods of conducting counterinsurgency—focusing on intelligence, coordinating civil and military authority, working to gain the support of the population, building capable local self-defense forces and protecting the population by stationing forces among them. And in every case, the demands of countering insurgency in a given situation "presented variations and changes that demanded frequent adaptation." These are not revolutionary conclusions; the introduction to FM 3-24 states that "by focusing on efforts to secure the safety and support of the local populace, and through a concerted effort to truly function as learning organizations, the Army and Marine Corps can defeat their insurgent enemies."

The unsupported thesis is not the only flaw in an important but sometimes maddening book. Moyar, a longtime student of the Vietnam War who currently holds the Adamson Chair of Insurgency and Terrorism at the U.S. Marine Corps University, demonstrates an unmistakable favoritism toward the institution where he hangs his hat. It is hard to stomach Moyar's argument that in Iraq "the Marine Corps generally outdid the Army in keeping weak leaders out of its officer corps, so the average officer was of higher quality." Unsupported comments that elevate the performance of one ground component over another are unlikely to help the nation win current or future wars.

A Question of Command is part of a flood of recent literature on COIN; it is likely that more words have been written on the subject in the past five years than in the preceding 30. As a comparative analysis of several COIN campaigns, it spreads a wide net; as an examination of the determinants of success or failure in the COIN campaigns that are today's face of battle, it opens another front for discussion. As useful and provocative as it is, it is unlikely to have as much impact, however, as did Sepp's analysis of the historical best and worst practices in counterinsurgency—an analysis that focused not on the need for good leaders, but on what good leaders do when confronted with the particular problem of fighting an insurgency.

John Nagl *is the president of the Center for a New American Security. A retired Army officer, he is the author of* Learning to Eat Soup with a Knife: Counterinsurgency Lessons from Malaya and Vietnam.

A European Perspective of America's Civil War

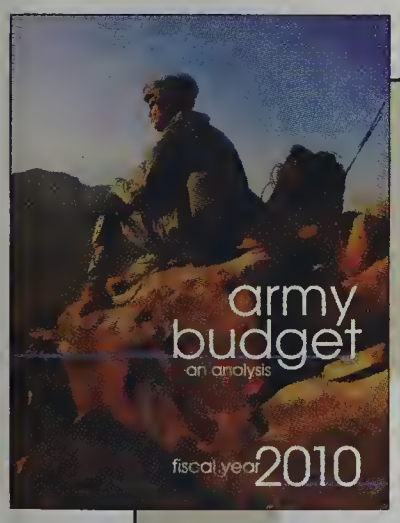
The American Civil War: A Military History. *John Keegan. Alfred A. Knopf. 416 pages; maps; black-and-white photographs; index; $35.*

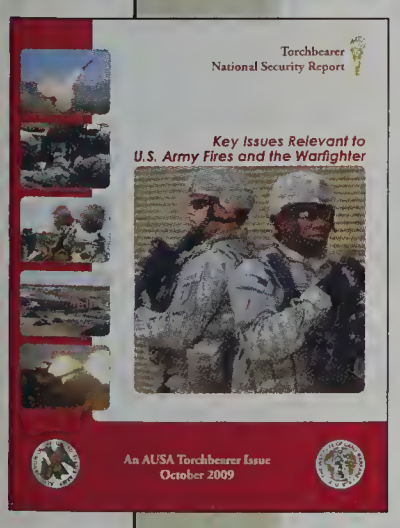
By COL Cole C. Kingseed
U.S. Army retired

On the eve of the 150th anniversary of the American Civil War, British military historian John Keegan offers a fresh and bold perspective of the central event in this country's history. With 20 books on military history to his credit, Keegan's literary achievements are far too numerous to list here. Suffice it to say that the former senior lecturer in military history at the Royal Military Academy, Sandhurst, is arguably the foremost military historian in the Western world.

In *The American Civil War,* Keegan notes that geography is the most important of all factors that affect war making, particularly in North America, "where the vast extent of territory and its varied and dramatic character oblige soldiers to conform to its demands more rigorously than in almost any other region of the world." These topographical features offered advantages to the Union, but they also posed disadvantages. To conquer the South, any Northern war plan was complicated by extensive distances and the absence of any obvious objective for a major offensive operation.

Considering the importance Keegan attaches to geography, one can only speculate why he makes some obvious errors in his description of the various theaters of operations. Keegan's most egregious error is his claim that the Mississippi River "denies the Union any hope of penetration" into the Confederacy's interior. The reality was quite the opposite, as a fundamental tenet of the North's military strategy





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from the outset of the conflict was the seizure of the Mississippi River and its tributaries, which eventually gave Union forces access to the Lower South. Keegan also places the state of Tennessee north of Kentucky, opining that Tennessee was a border state and not part of the Upper South. A more thorough American editor would certainly have corrected these inaccuracies as well as a number of errors with respect to locations and dates of engagements.

On a positive note, Keegan provides thought-provoking chapters on the war at sea, the utilization of African-American soldiers, the home front, Walt Whitman and wounds, and battle. This last chapter is reminiscent of Keegan's monumental 1976 book, *The Face of Battle*. Keegan posits that it was the frequency of battle that made the Civil War distinctive and that the armies' readiness for battle was "all the more extraordinary given their almost total lack of experience of warfare."

ARMY readers will be particularly interested in Keegan's assessment of the war's top generals. Ulysses S. Grant emerges as "the greatest general of the war, one who would have excelled at any time in any army." The keys to Grant's success, opines Keegan, included his "gift of dictating clear orders without hesitation" and a corps of talented subordinates with whom he developed cordial relationships. Most notable of the generals who served Grant brilliantly were William T. Sherman and Philip Sheridan.

Grant's most gifted subordinate, Sherman, shared his chief's strengths of communication, quick decision making and "ruthless analysis of the military situation." Sherman's legacy was more lasting than Grant's, since his brutal and decisive style of war making was highly imitable. Grant, however, receives higher marks for his ability to destroy enemy armies and gain more decisive victories.

The two leading Confederate generals, according to Keegan, were Robert E. Lee and Thomas J. (Stonewall) Jackson. In Keegan's mind, Lee was more tactician than strategist; Lee's strategic views were rather narrow in that his "one stroke of strategic inspiration throughout the war" was carrying the war onto Northern soil in 1863. Lee's greatest gifts of generalship, Gettysburg notwithstanding, were "quick and correct decision making in the face of the enemy, exploitation of his enemy's mistakes, and economic handling of the force available to him."

As for Jackson, Keegan states that "the North never produced an equivalent to Jackson," in that "no Union general ever matched … his ability to inspire his soldiers or win their affection, which allowed him to extract from them feats of endurance unequaled by any other units." Jackson's



greatest talents lay in his acute sense of topography and his ability to psychologically dominate his opponents. In the end, Keegan chides Jackson for producing no legacy of generalship, as "his talents were too personal and too momentary in effect to be formalized into an operational system."

Could the South have won the war? Keegan thinks not. Given the materiel disparities in numbers of men and in industrial output, coupled with the increasing effectiveness of the Northern blockade, the Confederacy could have scarcely succeeded against its more powerful northern neighbor without foreign intervention. Keegan discounts the possibility of foreign recognition, even during the war's opening stages. He opines that the overthrow of the Confederacy, despite its determination to win until the final surrender, was unavoidable by 1864.

Keegan's assessment of the legacy of the war is intriguing. He notes that the military significance of the conflict was largely ignored by European governments. Far more significant was the legacy of the Civil War in the United States. Though there existed an absence of a literary legacy of the war from its veterans commensurate with what appeared in Europe following World War I, the experience of battle led to an absence of a domestic socialist movement in the United States, since the war gave birth to powerful trade unions and the emerging middle class abandoned any notion of radical revolution.

In the final analysis, Keegan has produced a provocative examination of the war from a European perspective. Regrettably, *The American Civil War* is not Keegan's best work, but his analysis of Civil War tactics and strategy remains strong. The paucity of footnotes and the brevity of bibliography combine with a high number of factual errors to detract from what otherwise is an absorbing interpretation of this nation's bloodiest conflict.

***COL Cole C. Kingseed**, USA Ret., Ph.D., a former professor of history at the U.S. Military Academy, is a writer and consultant.*

Varied Fare

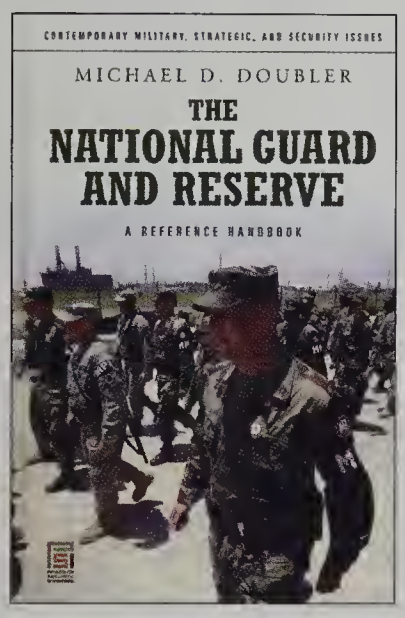
The National Guard and Reserve: A Reference Handbook. *Michael D. Doubler. Praeger Security International. 244 pages; black-and-white photographs; index; $55.*

The reserve components, approximately one-third of our military force, have made significant contributions to the campaigns in Iraq and Afghanistan. The National Guard has assumed most of the military missions supporting homeland security. It is simply not possible to have a discussion about contemporary military affairs that doesn't include talking about the role of the reserve components. Michael D. Doubler, an expert on the citizen-soldier, has written a valuable guide to understanding the legacy of as well as contemporary issues surrounding the National Guard and reserve forces. Packed with facts, figures and interpretative es-

says, this reference book would make a worthwhile addition to any professional library.

The National Guard and Reserve: A Reference Handbook includes individual chapters on the Air National Guard and Army National Guard, the Navy and Marine Corps Reserve, Army Reserve, Air Force Reserve and Coast Guard Reserve. Each chapter provides a brief summary of that element of the reserve components from the Colonial era to the present. Additional chapters explore the concept of the citizen-soldier, examine current military affairs and evaluate the future prospects for these forces. Two useful appendices provide brief biographies of historically significant citizen-soldiers and a summary of important federal legislation governing the organization and employment of reserve forces.

Doubler is certainly the right person to compile *The National Guard and Reserve:* A graduate of the U.S. Military Academy, he served 23 years as an Army officer with time in both the Regular Army and the Army National Guard. He is also a world-class historian, a prolific author and a former faculty member of the U.S. Military Academy. Doubler spent a decade studying the history of the Guard and Reserve as well as analyzing how they have been used in the Long War since 9/11.



The best and most important contribution of *The National Guard and Reserve* is arguably Doubler's exploration of the contemporary relevance of the concept of the citizen-soldier. He rightly concludes that there is little practical alternative to the modern all-volunteer force, a military that simply could not exist without robust and readily deployable reserve components. On the other hand, Doubler also correctly warns against taking this force for granted.

Doubler's cautious treatment of the Abrams Doctrine is particularly noteworthy. Attributed to Army Chief of Staff GEN Creighton Abrams, it held that the armed forces should be structured so that it was impossible to go to war without the reserve components. There is little proof, however, that Abrams ever intended to write such a doctrine. Likewise, as Doubler points out, "Many contended that the Abrams Doctrine would help to prevent the military from ever being sent to war again without the full backing of the American people, but there was sparse evidence to support such a grand assertion." Always judicious and measured, Doubler's treatment of the issue and the subject in general makes this handbook a valuable resource.

—James Jay Carafano



Historically Speaking

The Boy Scouts of America at 100

By BG John S. Brown
U.S. Army retired

February 10 marks the 100th anniversary of the Boy Scouts of America (BSA). In a century of service, the Boy Scouts have contributed immeasurably to the character, citizenship and self-reliance of the more than 100 million American youths who have been members, and to the welfare of the communities in which they reside. Given certain mutual interests, the paths of the U.S. Army and the Boy Scouts of America often intersect. Both have aspired to "make" raw boys into worthy men. Both emphasize such values as loyalty, integrity and selfless service. Each has provided important assistance to the other. Their differences have been important, too: From the beginning, the Boy Scouts have taken great pains not to be viewed as paramilitary, nor as an extension of government. Let us briefly examine the shared history of these two organizations.



Library of Congress

During World War I, Boy Scouts raised more than $450 million in war bonds and savings bonds. During World War II, they contributed further by collecting scrap metal and recyclables.

In legend, the story of the Boy Scouts of America begins with the famous "unknown Scout," who assisted disoriented Chicago publisher W.D. Boyce through the streets of London on a foggy night. Upon reaching their destination, the young man refused a tip, commenting that he was a Boy Scout doing a good deed for the day. (Scouting had begun in Britain in 1907.) Boyce was so impressed he called upon British General Robert Baden-Powell, founder of the Boy Scout Association in the United Kingdom, to find out more about his organization. Returning to the United States, Boyce incorporated the Boy Scouts of America in February 1910.

The timing was right, and the movement caught on. Industry had displaced agriculture as America's dominant economic endeavor, and within a decade more Americans would live within cities than outside them. The Progressive movement was in full swing, and its adherents feared for the virtue and self-reliance of American youth in the absence of a character-building lifestyle on the farm or frontier. Boyce and his colleagues franchised Boy Scouting at the local level through networks of local commissions, councils and troops. Like-minded precursor organizations were readily absorbed, and within a year more than 2,500 people had applied to be leaders and 150,000 to be Scouts.

Although given to uniforms, badges of accomplishment and discipline, the Boy Scouts of America were careful not to appear too militaristic. They emphasized good citizenship and the peaceful resolution of disputes, and downplayed any appearance of being junior soldiers. In this they set themselves apart from a rival organization of the time, the American Boy Scouts. Consciously paramilitary, the American Boy Scouts even went so far as to endorse the Remington rifle for marksmanship, a practice much encouraged by the National Rifle Association. The American Boy Scouts experienced considerable embarrassment when one of their boys shot another in the course of a dispute in 1912, and the organization fizzled within a decade.

Scouting initially focused on ages 11 through 17, and soon even younger boys were drawn to its activities. In due course, the Cub Scouts of America evolved to accommodate boys as young as eight, who graduated to become Boy Scouts as preteens and teenagers. Direct supervision of the younger boys came to be the purview of adult women, mostly mothers of Scouts, and the older boys were supervised by adult men, often fathers of Scouts. Neither the mothers nor the fathers were eager to envision their boys as soldiers at such a young age. The BSA's emphasis was upon character and education, to which the criteria for achieving rank and merit badges attested.

Despite cautiousness about appearing too military, the Boy Scouts intersected with the Army in at least three im-



National Archives

President Harry S Truman welcomes a delegation of Eagle Scouts in the Oval Office, February 6, 1951. The Scouts reported to the President on the accomplishments of the Boy Scouts of America.

portant ways by mid-century. Eager to be good citizens during World War I, Scouts raised more than $352 million in war bonds and $101 million in savings bonds. They also served as message runners and coast watchers, and in other miscellaneous security roles. They similarly served the war effort in World War II, adding the collection of scrap metal and recyclables to their duties. Between the wars, cooperation between the Boy Scouts and the Army was even more direct, as both Scout leaders and Army officers provided cadre to Civilian Conservation Corps camps. Here, Scouting's experience with youth development and the Army's capacity for logistics and organization were a potent combination. Soldiers and Scouts were also increasingly likely to rub shoulders at official events. Beginning with President Woodrow Wilson's Inauguration in 1913, Scouts were present at major ceremonies intended to evoke patriotism and good citizenship. Soldiers were generally invited as well, for similar reasons, and the Army was often a—if not *the*—lead agency organizing events.

Following World War II, the relationship between the Boy Scouts and the Army met at least three hurdles. First, the egregious example of the Hitler Youth and its Soviet counterparts in propagandizing and militarizing youth had a chilling effect on public perception of youth movements. Second, an emerging and rebellious youth counterculture came to use the term *Boy Scout* derisively, equating it with undesirably exaggerated idealism. Third, Boy Scout proscriptions against atheism, agnosticism and homosexuality drew legal challenges. The Supreme Court upheld the BSA as within its rights of association as a private organization, but Army leaders (such as installation commanders) had to treat it within the constraints of a private organization thereafter. Despite these countercurrents, Scouting thrived. The parents of baby boomers were as eager as their predecessors to develop their children, and by 1960 BSA membership climbed beyond 5 million. Many of these were the children of soldiers, now members of an enlarged standing Army around the world. The BSA's Transatlantic Council and Far East Council, for example, consisted largely of military dependents living in dozens of nations overseas.

Ultimately, the most important relationship between the Boy Scouts of America and the Army has not been direct or organizational, but instead rests on a common interest in the caliber of American youth. Scouting aspires to develop good citizens. Good citizens serve their country as circumstances require. Our current Secretary of Defense is an Eagle Scout. Eleven of the 12 Americans who have walked on the moon were Scouts. In the mid-1990s, the Army's four-star generals met to formally define the values the Army held most dear: loyalty, duty, respect, selfless service, honor, integrity and personal courage. Taking into account their definitions of each value, their list was a close match to the tenets of the Scout Law: trustworthy, loyal, helpful, friendly, courteous, kind, obedient, cheerful, thrifty, brave, clean and reverent. This was no accident; the men deliberating around the table had been Scouts in their youth. If the only connection between Scouting and national defense were young men and women who instinctively upheld the Army Values, this indeed would be contribution enough. ★

Recommended Reading:

Peterson, Robert W., *The Boy Scouts: An American Adventure* (New York: American Heritage Press, 1984)

The Boy Scout Handbook (New York: Boy Scouts of America, 1998)

Townley, Alvin, *Legacy of Honor: The Values and Influence of America's Eagle Scouts* (New York: St. Martin's, 2009)

***BG John S. Brown**, USA Ret., was chief of military history at the U.S. Army Center of Military History from December 1998 to October 2005. He commanded the 2nd Battalion, 66th Armor, in Iraq and Kuwait during the Gulf War and returned to Kuwait as commander of the 2nd Brigade, 1st Cavalry Division, in 1995. He has a doctorate in history from Indiana University. His book,* Kevlar Legions: Army Transformation 1989–2005, *is forthcoming.*

Army Chief of Staff GEN George W. Casey Jr. Visits Iraq



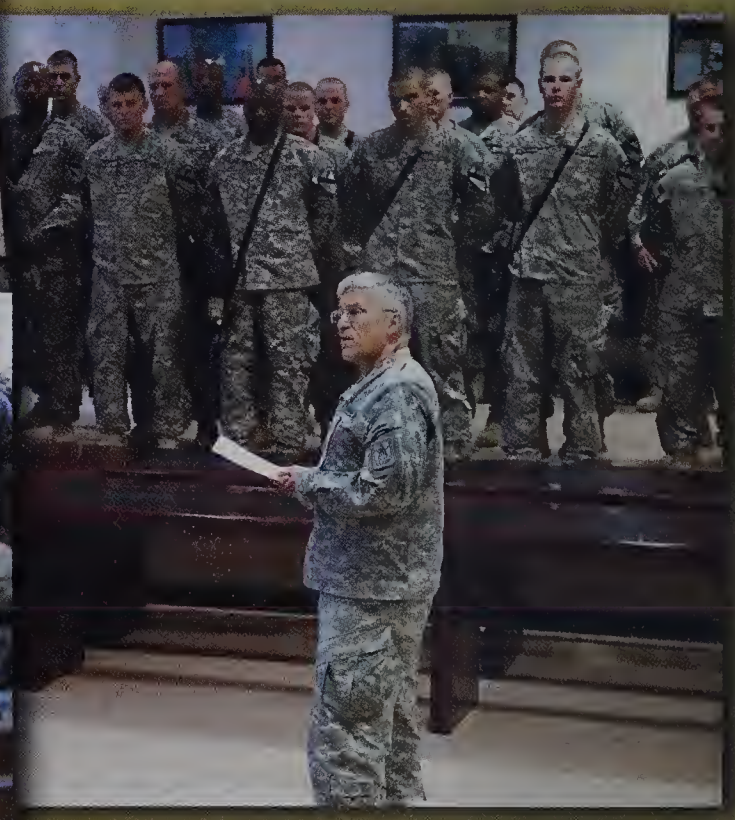
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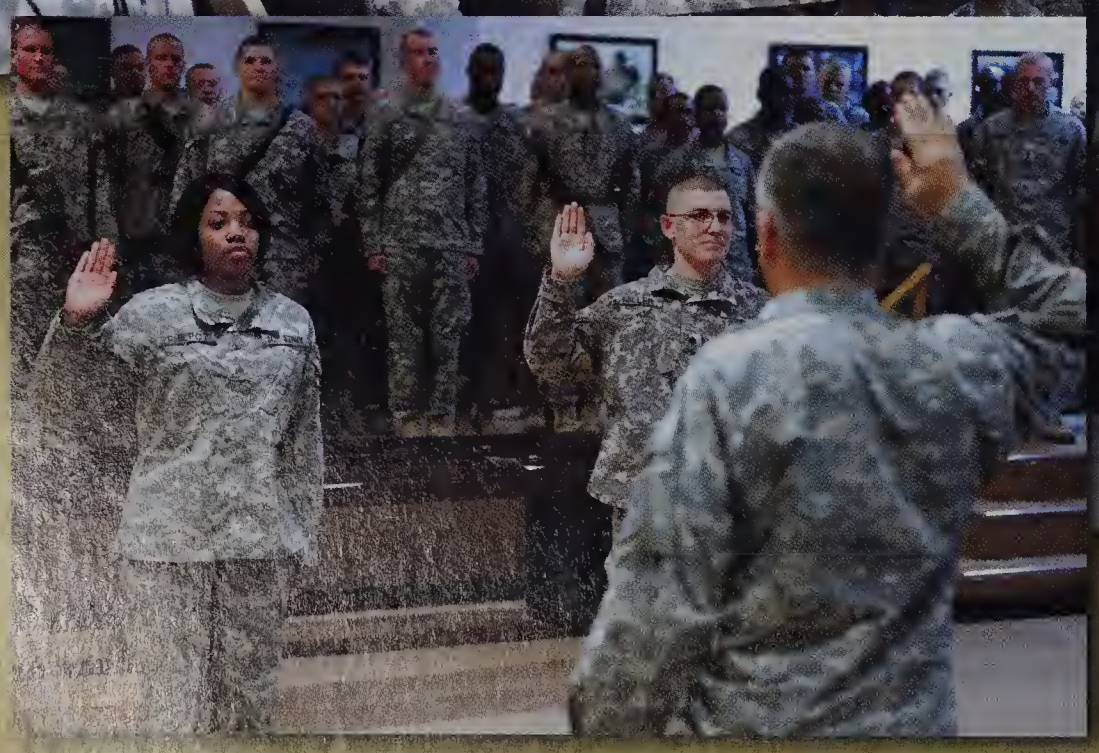


Above, GEN George W. Casey Jr. and soldiers of the 194th Engineer Brigade in Balad, Iraq, in December.

Left, 1SG Ezell Pete and GEN Casey laugh in Balad.

Below, GEN Casey tells soldiers of the 1st Cavalry Division about the significance of their service while visiting Camp Victory, Iraq, in December.





Left, GEN Casey reenlists soldiers of the 1st Cavalry Division at Camp Victory.

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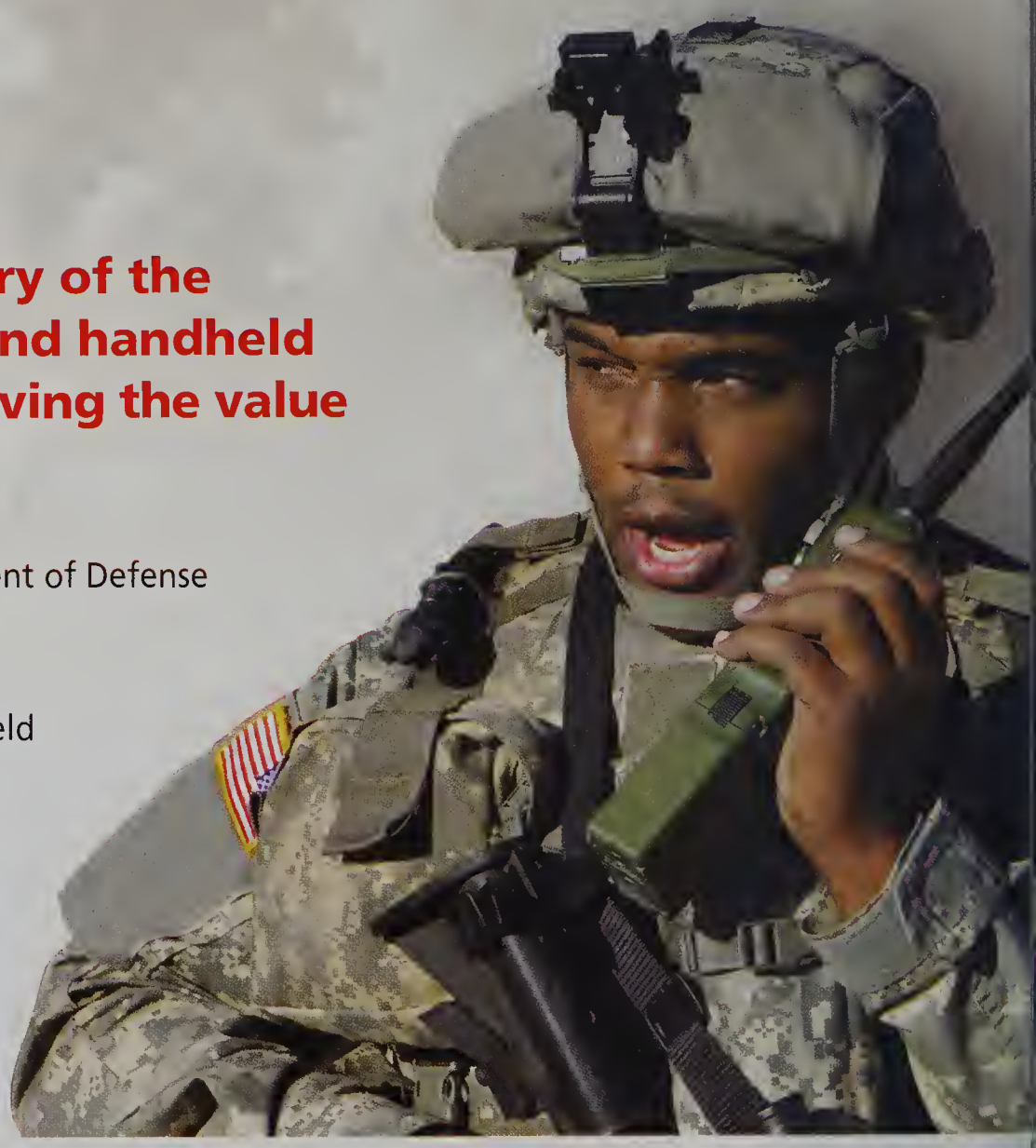
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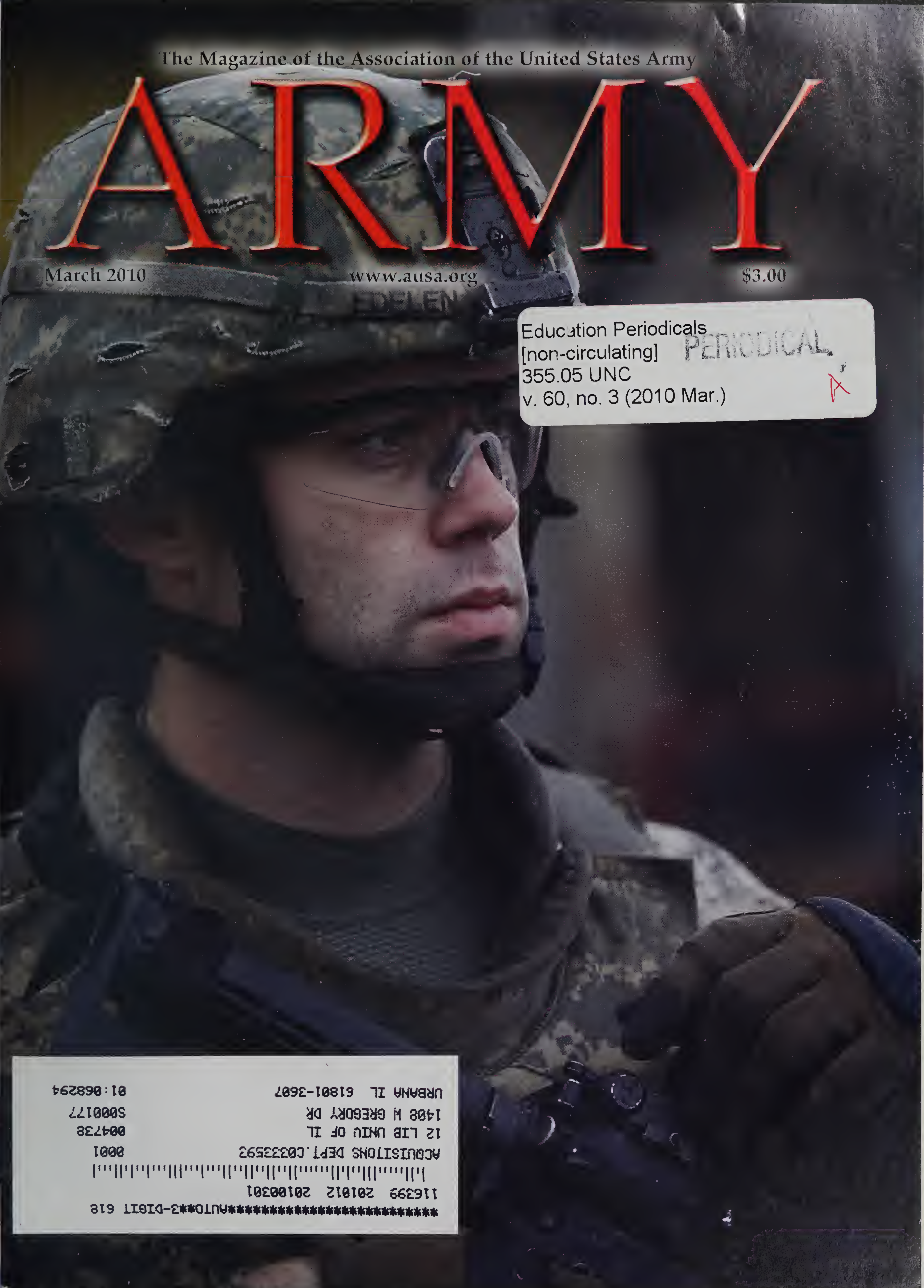
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Iraq: End of Tour *Text and Photographs by Dennis Steele*
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U.S. Army Aids Earthquake-Ravaged Haiti
The active Army, Army National Guard and Army Reserve dedicated thousands of forces to the relief effort after a 7.0-magnitude earthquake crippled the Caribbean island nation of Haiti in January. ***Page 54***

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Expanding Warfighter Capabilities *By Scott R. Gourley*
The Network Integration Kit, Common Controller and other Army equipment now under development will increase battle-command functionality. ***Page 74***



United Nations Command Joint Security Area *By LTC John Rhodes*
South Korean and American forces of the United Nations Command Security Battalion-Joint Security Area jointly execute operations to secure the border with North Korea and further strengthen the bond between the United States and the Republic of Korea. ***Page 82***

The Tengchong 19 *By COL John Easterbrook, USA Ret.*
A memorial at the Tengchong Cemetery in China's western Yunnan Province recognizes 19 U.S. soldiers killed while helping to liberate the city during World War II. ***Page 91***



Agile Robotics *By SSG Tanya L. Trebes*
The Agile Robotics Project pursues research and development—such as the robotic forklift—that will enhance military logistics. ***Page 99***

CompanyCommand—Building Combat-Ready Teams: Do You Follow a Stupid Order?
Company commanders and platoon leaders discuss ways to cope and proceed when a superior officer delivers a command that doesn't make sense. ***Page 106***



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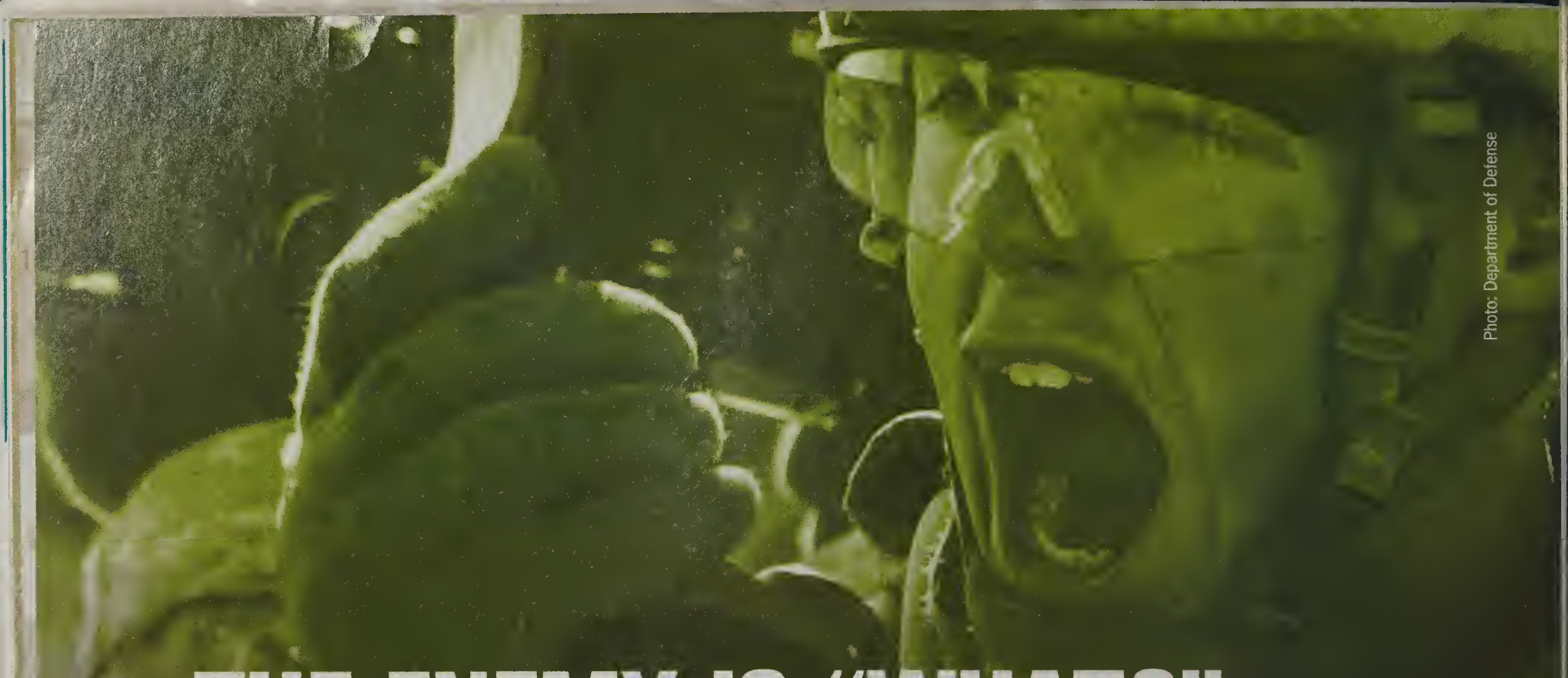


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LTG Thomas G. Rhame, USA Ret.
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Letters

'CompanyCommand'

■ ARMY Magazine is getting better each month. As a Vietnam veteran and 30-year career soldier, I read each month the incredible articles of the young officers in "CompanyCommand." The January 2010 article, "Partnering with Afghan National Security Forces," was especially remarkable because Captains Crane, Williams and Hauquitz demonstrated how extraordinary our military men and women are at being not only warriors but also ambassadors of American power projection. That area of the world has had many armies bullying their methods on the populace, especially the British during the 19th century. It is difficult for me to imagine the British or Russians treating the Afghan soldiers with the same respect that the U.S. military has shown in these articles.

COL Dennis L. Cripps, USA Ret.
Colorado Springs, Colo.

■ Today I received the February 2010 issue of ARMY and eagerly read every article, as I always do. One article, LTC Pete Kilner's "A Moral Justification for Killing in War," struck me profoundly ("CompanyCommand"). I, like LTC Kilner, have never killed anyone. I don't know about him, but I was fortunate to have never even been in harm's way. That did not prevent me, however, from thinking over the possibility many times and wondering how I would react. After all, I was a soldier and might have to fight.

Also, I have had conversations with well-meaning civilians who took issue with the idea of taking a life, especially in war, and I had few effective words to counter their arguments. LTC Kilner's article, although brief, was very compelling. It gives me at least a hint of the anguish a soldier has over killing, whether killing an enemy combatant or a civilian. It also gives me words to describe to myself and those well-meaning civilians the role of our warfighters.

LTC Jack D. Oden, USA Ret.
Leesburg, Va.

'Preparing for Your Future ...'

■ In "Preparing for Your Future and That of the U.S. Army," retired LTG James M. Dubik's open letter to battalion commanders and command sergeants major, LTG Dubik identified several areas these leaders should willingly address and incorporate in their commands to be successful and to help ensure the future success of the Army (January "Front & Center"). As I read his recommendations, I was struck by the sense that these are not new characteristics that he has conjured up, but rather a solid set of guidelines (probably not all-inclusive) that, if applied, will not only help create a successful current command experience but also generate a robust and positive future for the Army. LTG Dubik's advice is not specifically new, as I found much of what he illustrates was taught to me, and inculcated, during a reasonably successful career



This Month's Cover

CPL Thomas Edelen—Company B, 3rd Battalion, 8th Cavalry Regiment (B/3-8 Cavalry)—provides security during a joint patrol with members of the Iraqi federal police in Mosul, Iraq. B/3-8 Cavalry was part of the 3rd Heavy Brigade Combat Team, 1st Cavalry Division, during its deployment. As the brigade prepared to return to Fort Hood, Texas, its soldiers continued their mission. The story begins on page 34.
(Cover photograph by Dennis Steele)

as an Army leader and logistician.

I was also struck by the transferability of LTG Dubik's advice to other professional leadership areas. In the 14 years since my retirement from active duty, I taught Junior Reserve Officers' Training Corps before making the transition to public school administration—another professional leadership area.

I believe the advice offered in the article is readily applicable to public and probably private education. I have shared this article with our superintendent of schools and shared my opinion that its underlying tenets can speak forcefully to our school principals and leadership teams. I'm sure this same information would be valuable and applicable in any organization that seeks to develop successful leadership for its future.

COL Jeffrey W. Russell, USA Ret.
Little River, S.C.

■ I appreciated LTG Dubik's insightful January article. It reminded me of my responsibility to maintain initiative, adaptability, and personal and professional balance. It also made me conduct a little overdue honest self-assessment to ponder potential weak areas, areas of stagnation or areas in which I am just plain "half-stepping." In short, it gave me pause—for that, LTG Dubik, I thank you.

LTC Lee G. Hudson
Dupont, Wash.

■ LTG Dubik's January article gives a straightforward and insightful perspective on taking care of soldiers, a win-win situation for the future of the U.S. Army. It is an excellent article that articulates the essence of leadership. I agree with LTG Dubik that experience is of the utmost importance because it brings wisdom.

The U.S. military is a unique and powerful institution that protects America's values from all enemies, foreign and domestic; our future depends partly on it. I intend to copy the article and suggest to my commanders and joint staff that they read it and discuss it during officer development sessions.

COL Elton Lewis
Virgin Islands National Guard
Christiansted, St. Croix, USVI



'Drawing the Line'

■ Retired BG John S. Brown's "Drawing the Line: How the Romans Did It," describing the changing Roman Empire defense strategies, was both interesting and timely (January "Historically Speaking"). A further, generally overlooked cause for the gradual withering away of Roman power that also has lessons for our time was the demographic failure of the Roman Empire and its parallel to that of today's Western world. In *La Peste Blanche*, French historian Pierre Chaunu points out that the population of Romanized Europe during the 300 years following Marcus Aurelius' reign (161–180) fell sixfold, leading to abandoned towns, disintegrating roads and a failing military. Chaunu makes an interesting case that rising taxes and crushing requirements levied on slave farmers by absentee landlords were the primary causes for declining fertility.

Today's demographic shift in Western Europe is happening at a fast rate,

with nations such as Italy, Spain and Germany having total fertility rates (TFR—average number of lifetime births per woman) of less than two. To avoid a decreasing population, a TFR of at least two is necessary. The prospect of population loss in so many Western nations as too few children are born to replace their parents is sobering.

COL Robert de Marcellus, AUS Ret.
McLean, Va.

■ I hope that ARMY Magazine's January "Historically Speaking" is studied, or at least noticed and remembered, by the highest levels of leadership in the Departments of State and Defense. Not only is retired BG John S. Brown's article a fine strategic analysis of Rome's famed imperial conquests, but it also describes what I believe are some of the essential elements that are dynamic in the conduct of any foreign war (such as those in Afghanistan and Iraq).

LTC Robert A. Schwehr
Carteret, N.J.

Strykers

■ The Stryker Update in the "News Call" section of the January issue of ARMY discussed plans to convert two heavy brigade combat teams to brigades built around Stryker wheeled vehicles. It further stated that each conversion would take approximately two years. I cannot believe it will take that long to turn in M1 Abrams tanks and draw Strykers. The Strykers have been around for almost eight years now. If we had taken two years to modernize/change the U.S. Army's heavy regiments in World War II, we would have lost the war. It cannot be that difficult to turn in the old "tracks" and draw the new wheeled Strykers. Learning how to take care of self-inflating "wheels" is easier than changing "tracks." Someone is really dragging his feet on this one.

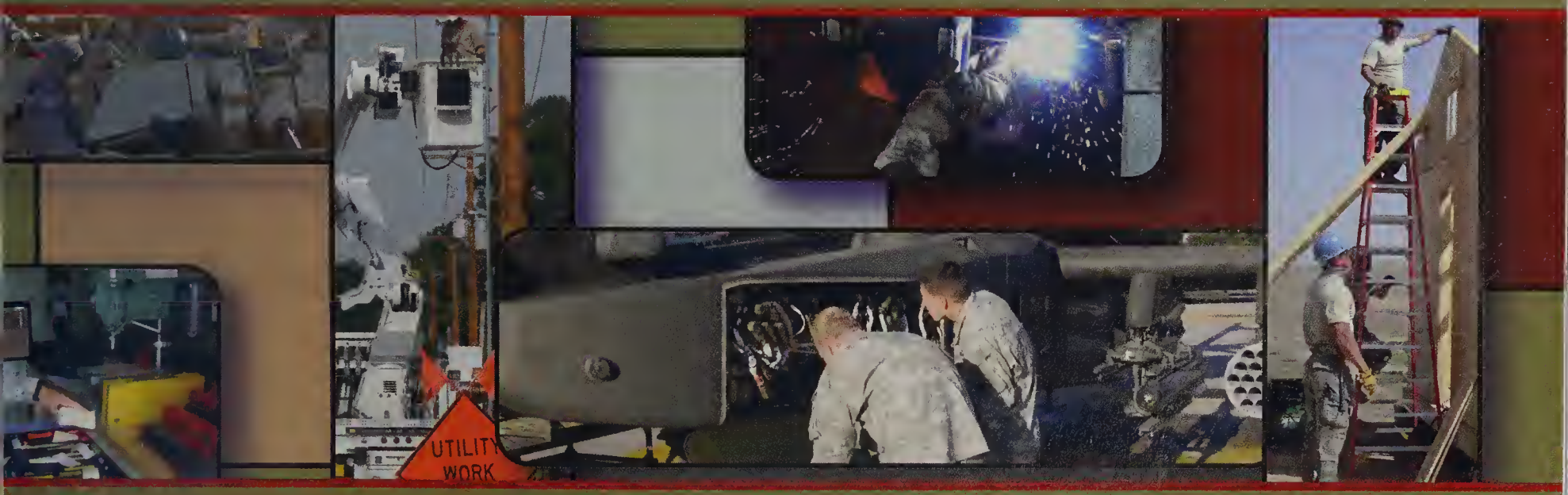
LTC Thomas D. Morgan, USA Ret.
Steilacoom, Wash.

Linguists

■ One simply cannot overstate the urgent need for foreign linguists in combat as well as in intelligence operations. MAJ John W. Davis, U.S. Army Reserve retired, pointed to the major problem the military has concerning linguists when he wrote, "In the military services, we tend to think of linguists, if at all, as locals who are mission add-ons" ("Relearning the Foreign Linguist Mission," January). Speaking from my 40 years in U.S. intelligence, this is just about the worst in conceptual thinking. During World War II, we were pressed for people fluent in German and Japanese until we finally realized that the German Jewish refugees spoke German fluently and that they could be trusted to work alongside German-Americans from Minnesota, Wisconsin and Texas. A similar revelation was that many Japanese-Americans could converse in Japanese. Most importantly, these linguists could be trusted—far more than local "add-ons." After all, they were Americans, and often members of the U.S. Army.

The importance of speaking, understanding and reading the opponent's language has always been vital in business and in war. In today's counterter-

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rorist warfare, this capability has become critical because there is no front line separating enemy and friend. By necessity, our troops "mingle" with the enemy. They walk among potential killers or their surrogates while reconnoitering the area outside their secure base. In fact, as MAJ Davis mentioned, the smiling Pepsi salesman outside the wall of the fortified U.S. base in Iraq had fired rocket-propelled grenades at Humvees, and the salesman's brother was an enemy combatant. We have the tendency to think that because a local person speaks our language, smiles and shakes our hand, this makes him "one of us." In fact, that person is the ideal infiltrator—the inside man.

We need two types of U.S. military linguists. We need linguists who are moderately proficient—who could have read the message written on masking tape warning of U.S. snipers "inside this building." The other type of linguist—the intelligence agent, interrogator and so on—must be fluent in the opponent's language. One cannot effectively interview a village elder or interrogate a prisoner of war through an interpreter, especially not via a local add-on. That linguist must not only be fluent in the opponent's language, he must understand the nuances and the body language of the opponent interviewed or interrogated. He must know the loves and fears, the superstitions, the innuendoes, the restrictions and social behavior, and the religious beliefs of the opponent.

ARMY Magazine welcomes letters to the editor. Short letters are more likely to be published, and all letters may be edited for reasons of style, accuracy or space limitations. Letters should be exclusive to ARMY Magazine. All letters must include the writer's full name, address and daytime telephone number. The volume of letters we receive makes individual acknowledgment impossible. Please send letters to The Editor, ARMY Magazine, AUSA, 2425 Wilson Blvd., Arlington, VA 22201. Letters may also be faxed to (703) 841-3505 or sent via e-mail to armymag@ausa.org.

One of the unintended consequences that emerged as a result of the 1950 Lodge-Philbin Act—intended to overcome obstacles to the enlistment of noncitizens in the Army—was a significant increase in the number of U.S. Army linguists. Selected refugees from the Soviet bloc enlisted in the U.S. Army to fight in Korea. After five years of honorable service, Lodge Act enlistees were granted U.S. citizenship. Many remained in the service.

During the 1960s, the U.S. Army Security Agency (USASA) called on a fair number of these "Lodge Act boys" to serve as tactical voice transcribers. We formed them into two units, the 410th and the 411th USASA special operations units. Thus the USASA and National Security Agency could finally make sense out of the "gibberish" of Ukrainian, Polish, Czech and German dialects that our Monterey Language School (now the Defense Language Institute) graduates could not understand. These foreign linguists did an



outstanding job during the Cold War. As MAJ Davis suggests, we are in desperate need of folks who can understand not only the languages spoken in Iraq and Afghanistan, but also the nuances of the body language of our opponents.

Where is the next senator to introduce a new Lodge Act?

SFC GERHARDT B. THAMM, USA RET.
Fernandina Beach, Fla.

The Army Uniform

■ Like Terry T. Turner, who offered his views about the Army uniform in the January issue "Letters" section, I am a Vietnam War and Cold War-era officer who looks back with pride on his Army service. I disagree with Turner and several others who wrote letters recently regarding the wearing of the fatigue uniform—presently, the Army combat uniform (ACU).

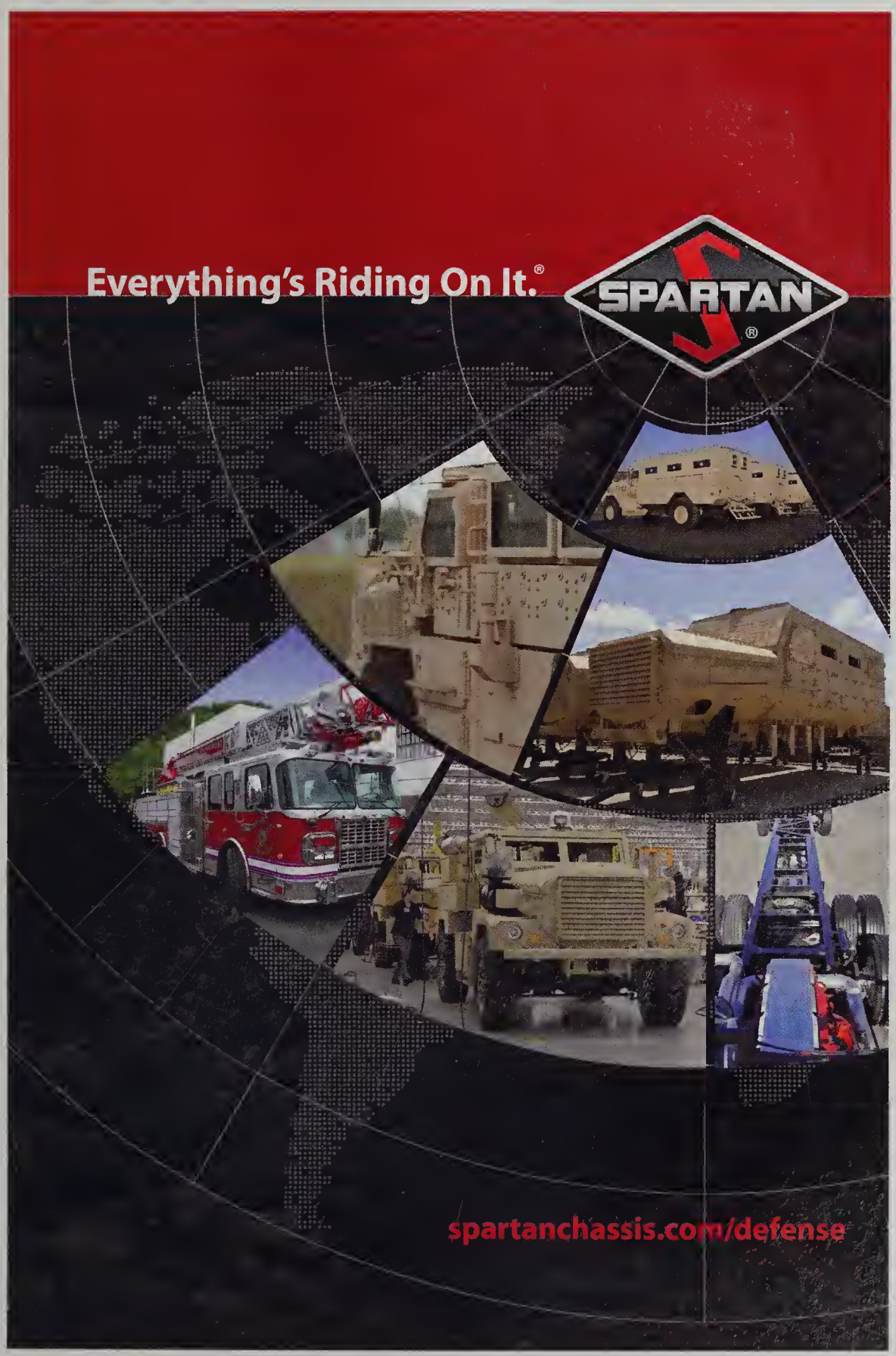
I must admit the first time I saw Army personnel wearing ACUs in a distinctly civilian setting—Denver International Airport—I was taken aback, until I remembered that we are a nation at war. If permitting service personnel to wear ACUs instead of the Class A uniform off base was a subtle attempt by the Army's leadership to remind the nation that we have men and women in harm's way, then they certainly succeeded from my perspective. I served on active duty during a peacetime era when we had ample time for garrison games and parade-ground silliness such as "breaking starch" and spit-shining Corcoran boots. How refreshing to see the Army put away the fun and games of the peacetime Army during a time of war.

I see nothing wrong with the Army Chief of Staff or other senior leadership being interviewed on the television news-interview/talk shows while they are wearing the ACU instead of the dress blue uniform. I am confident that GEN George W. Casey Jr. and other senior leaders have the good sense not to show up in ACUs to testify before Congress or to attend a meeting at the White House, but I see nothing wrong with them donning the fatigue uniform at other times. Remember, we are a nation at war.

Lastly, I take issue with Turner's apparent disdain for the wearing of brass, badges, awards, ribbons and other appurtenances on the Class A uniform. Granted, the Army has created many "been there, done that" awards over the years, but if an enlisted soldier, noncommissioned officer or officer is authorized to wear the items, I encourage him or her to do so with well-deserved pride. This issue has nothing to do with modesty, as Turner suggests.

MAJ THOMAS M. FRIER, USA RET.
Quincy, Ill.

■ I agree wholeheartedly with the recently published views expressed by LTC Thomas D. Morgan, U.S. Army retired; SGM William King Jr., U.S. Army retired; MSG David B. Leber, U.S. Army retired; and Terry T. Turner regarding the wearing of appropriate uniforms by military personnel in settings other than combat or training (September, November and January "Letters"). I do not believe that the constant wearing of ACUs either raises the respect of the civilian population or scares the enemy—it just



looks tacky in many public situations.

While I am weighing in on the subject, let me suggest that the placement of rank insignia on ACUs be returned to the collar. The current positioning on the breastplate does not fulfill the purpose of wearing such insignia—that is, to be a quick identification of the person's status in the chain of command. Placement on the collars does not require the lowering of the eyes to "read" the rank.

LTC Don Slesnick, USAR Ret.
Coral Gables, Fla.

■ In the "Letters" section of the January issue of ARMY, retired MSG David B. Leber wrote that in the Fort McPherson/Fort Gillem/Atlanta, Ga., area, he could not remember the last time he saw a soldier in anything but the Army combat uniform. The next letter, by Terry T. Turner, referred to the embarrassing appearance of Army Chief of Staff GEN George W. Casey Jr. on national television shows dressed in fatigues. Current Army leadership is allowing a downward spiral in military appearance of our soldiers so that we look like a ragtag militia rather than the U.S. Army.

Today I received my January issue of *Military Officer* from the Military Officers Association of America (MOAA), in which MOAA reports on its annual meeting. On one page, we read that Gen James Conway, commandant of the Marine Corps, gave the keynote address. He is dressed in service uniform. On the next page, we see U.S. Air Force Gen. Craig McKinley, Chief of the National Guard Bureau, in service dress. Finally, we see BG Daniel Nelan, ARNG, addressing a group of distinguished people. He is dressed in fatigues—the ACU.

The ACU may be fine dress when walking the streets of Kabul or Baghdad, when one is equipped with rifle or sidearm and would not be too surprised to have an enemy jump from around the corner with murderous intent. In "Hometown, U.S.A.," a soldier does not expect to see a murderous enemy. He is not armed. Why is he dressed for combat in Walmart or his local grocery store?

I must quote from Turner's letter because I could not possibly say it better: "The appearance of a soldier's uniform should always be a point of pride within the Army and among its veterans. To denature that pride by lowering the standards for public appearances in uniform is a disservice to the Army and an embarrassment to those who have gone before."

Visualize the scene inside a multiservice recruiting station: A prospect interested in enlisting meets a U.S. Marine recruiter standing tall, dressed in a pressed tan shirt with ribbons and the ever-present marksmanship medals. The prospect also sees the Army recruiter, no less able, dressed in fatigues with patches of Velcro. The Army recruiter is every bit as qualified, but has no place to show off his ribbons and comparatively looks like hell. Whom does the prospect want to emulate after high school and want to take home to Mom and Dad after announcing plans to enlist after graduation?

Finally, the issue of the multicolored berets. There was a time when some American soldiers wore a green

AUSA Annual Meeting & Winter Symposium Future Dates

Annual Meeting Future Dates

All dates are subject to change.

25–27 October 2010	9–11 October 2017
10–12 October 2011	8–10 October 2018
22–24 October 2012	14–16 October 2019
21–23 October 2013	12–14 October 2020
13–15 October 2014	11–13 October 2021
12–14 October 2015	10–12 October 2022
10–12 October 2016	9–11 October 2023

Winter Symposium Future Dates

All dates are subject to change.

23–25 February 2011	26–28 February 2014
22–24 February 2012	25–27 February 2015
20–22 February 2013	24–26 February 2016

or sometimes black beret that meant the man underneath it was one tough SOB who earned the right to wear that distinctive headgear and was not someone to mess around with. Now every soldier, worthy or not, wears a beret of some color so that some American soldiers look like characters from an old operetta.

LTC Howard Hazlett, USA Ret.
Plano, Texas

■ Several weeks ago, I attended a dinner honoring a former Army Chief of Staff. The attendees were retired senior officers and noncommissioned officers and their wives. We also invited the local high schools' Junior Reserve Officers' Training Corps (JROTC). About 35 to 40 people attended.

The dress was coat and tie for the men and appropriate clothing for the wives. The JROTC wore the greens and all attachments; they looked sharp. Then the Regular Army arrived—a colonel, command sergeant major and three captains—in battle dress. I and many others were embarrassed, to say the least.

I know that we are at war. During the Korean War and the Vietnam War, the uniform was Class A or civilian attire when leaving post. Might it be that today we are too lazy to get the proper uniform ready?

SGM Michael Irving, USA Ret.
Las Vegas, Nev.

■ I have been upset for some time now over the appearance of our Army and Air Force personnel (including the Army Chief of Staff) when they are wearing fatigues (combat uniforms) off post in all sorts of situations, so I was pleasantly surprised to see a number of letters to the editor in recent issues of ARMY dealing with that problem. I have noticed that the marines do not seem to have the same problem; they dress in appropriate uniforms and receive admiring looks from the public as they pass by.

During my time in the Army (Korean and Vietnam Wars), we were required to wear Class A or B uniforms or civilian clothes when off post, and that seems to me to be a good policy. I also believe that the Class A uniform needs to be upgraded so as to have a more military appearance in place of the current civilian fashion. The British and the Germans do very well in that regard; why can't we? Even the Russians seem to have better-looking uniforms. I wore the old "pinks and greens" for quite a while—now *that* was a uniform.

MAJ John M. Beebe, USA Ret.
San Antonio, Texas

Kudos

■ Everything that COL Cole C. Kingseed, U.S. Army retired, writes is substantive, insightful and worth reading. Congratulations!

Dr. David L. Huestis
Menlo Park, Calif.

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Washington Report

Army Requests $245.6 Billion for FY 2011

Of the $3.8 trillion dollar budget for fiscal year (FY) 2011 that President Obama submitted to Congress in February, the Army is requesting $143.4 billion and an additional $102.2 billion for overseas contingency operations (OCO).

The two requests are part of the overall DoD request of $708 billion: a base budget of $549 billion and $159 billion for overseas operations, primarily in Afghanistan and Iraq. The requests are a budget blueprint and must be approved by Congress.

The DoD budget blueprint represents about 4.7 percent of the Gross Domestic Product and, according to Adm. Michael Mullen, Chairman of the Joint Chiefs of Staff, "1.8 percent real growth."

The base budget covers active Army end strength of 547,000; Army National Guard of 358,200 and Army Reserve of 205,000. It also asks for $6.3 billion—a 6 percent increase—for Special Operations Command to expand by 2,800 servicemembers.

The OCO request calls for funding to pay for an additional 22,000 active Army soldiers as well as money to pay for the mobilization of 28,700 Army Reserve soldiers and 52,800 Army National Guard soldiers in the coming fiscal year.

President Obama's base budget request includes a 1.4 percent raise in military and civilian pay, the smallest amount since 1973. Defense Comptroller Robert Hale emphasized that even a half-percent boost in that increase would add about $500 million to the budget this year and would have a cumulative effect on future spending.

DoD's request increases military family support programs by $500 million to a total of $8.8 billion, which includes about $440 million to build and repair DoD schools. The Army blueprint also calls for a 4.2 percent increase in the basic allowances for housing and subsistence.

Among the other requests in the budget blueprint are:

- Approximately $400 million for selective reenlistment bonuses.
- $544 million for recruiting and other advertising.
- $42 million for comprehensive soldier fitness.
- $1.8 billion for family housing.
- $1.7 billion, down from $2.5 billion, for weapons and tracked combat vehicles.

In addition, Secretary of Defense Robert M. Gates has requested an FY 2010 supplement increase of $33 billion—$20 million for the Army—to cover the additional estimated costs of President Obama's new Afghanistan strategy. At a Pentagon budget briefing in February, Secretary Gates said he will ask Congress to enact the supplemental by spring.

QDR Reflects Strategy Shift. The Quadrennial Defense Review (QDR), which the Obama administration presented to Congress February 1, reflects DoD's recognition that the United States must be prepared to fight more than two major conventional wars simultaneously. U.S. forces must also be ready to defend against cyber attacks and terrorist threats as well as participate in humanitarian assistance missions, such as Operation Unified Response in Haiti. The QDR lists China, North Korea and Iran as "potentially hostile" nations.

At a Pentagon briefing, Defense Secretary Gates said that the new strategy and the fiscal year (FY) 2011 budget reflect the need for the United States to "enhance our ability to fight the wars we are in today, while at the same time providing a hedge against current and future risks and contingencies." Prevailing in today's wars is the military's current objective.

"We now recognize," said Secretary Gates, "that America's ability to deal with threats for years to come will depend … on our success in the current conflicts."

The Pentagon lists four main goals:

- Win today's wars.
- Deter and prevent conflicts.
- Plan for a wide range of contingencies—including conflict in cyberspace and terrorist threats.
- Preserve and enhance the all-volunteer force.

To achieve the greater flexibility and agility necessary for the future mix of missions, the QDR advises:

- By FY13 convert a heavy brigade combat team (BCT) to a Stryker brigade and, as resources become available, convert several more BCTs to the rapidly deployable Stryker configuration.
- Increase rotary-wing assets, which include expanding pilot training so that more helicopter lift capacity is available to forces in forward theaters of operation and fielding an additional company of cargo helicopters in U.S. Special Operations Command.
- Subject to review and assessment, keep four BCTs and an Army corps headquarters forward-stationed in Europe.
- Stand up 10 Homeland Response Forces, to be resourced by the National Guard, and base one in each of the Federal Emergency Management Agency's regions.
- Improve DoD's counter-improvised-explosive-device training, intelligence and exploitation teams.
- Provide specialized training to individuals and groups to train and advise security forces of partner nations.
- Make the welfare of servicemembers and their families a strategic priority, evidenced in the budget by a request for $8.8 billion for military family support programs.

The congressionally mandated QDR establishes DoD's priorities for the next four years.

Fort Hood Inquiry. The DoD report on the shootings at Fort Hood, Texas, on November 5, 2009, that left 13 dead and 32 severely wounded concluded that officer performance evaluations must be more forthright and honest. Former Secretary of the Army Togo West, co-chairman of the review, said in a Pentagon news briefing: "It appeared that there were several officers who did not apply the Army's policies to the perpetrator." Those officers may be disciplined.

Although the report concludes that the initial response to the shootings was prompt and effective, it raises questions about how prepared DoD is to protect personnel on military facilities against future threats by external influences.

Secretary of Defense Gates acknowledged to reporters in a Pentagon briefing that "DoD force-protection programs are not properly focused on internal threats such as workplace violence and self-radicalization."

He set a goal for this month of taking "a number of actions to fix this problem."

"One of the things that we clearly have to look at," he said, "is how we can more comprehensively evaluate our people, but also ensure that relevant information gets forwarded from one post to the other."

Secretary Gates forwarded the panel's recommendations to Secretary of the Army John McHugh, directing him to take "appropriate action." Secretary McHugh has assigned GEN Carter F. Ham, commanding general of U.S. Army Europe and Seventh Army, to review the inquiry's findings and determine any necessary disciplinary actions and to offer any observations that may help DoD determine future actions.

John P. Murtha Dead at 77. John Murtha, the first combat veteran of the Vietnam War elected to Congress, has died at the age of 77. Murtha, a longtime Democratic congressman from Pennsylvania, was chairman of the House Appropriations Subcommittee on Defense. He died on February 8 of complications following gallbladder surgery in Arlington, Va.

"He understood the misery of war," said Rep. David Obey (D-WI), chairman of the House Appropriations Committee. "Every person who serves in the military has lost an advocate and a good friend today."

A former Marine Corps officer who joined the Marines in 1952 and a career reservist, Murtha received the Bronze Star with Combat "V," two Purple Hearts and the Vietnamese Cross of Gallantry. Murtha was first elected to the House of Representatives in 1974 and quickly became known as "the de facto voice of veterans."

In 1975, Murtha was chosen by President Gerald Ford to be part of the first congressional fact-finding mission to Vietnam following the withdrawal of U.S. forces. Three years later he returned to Vietnam to discuss the issue of American servicemembers still listed as missing in action and to bring back the remains of any Americans that had been found in recent years. At the time of his death, Rep. Murtha was serving his 19th term in Congress.



News Call

Reconciliation Efforts in Afghanistan



U.S. Army/SGT Jeffrey Alexander

PFC James Woodham, 1st Platoon, Company D, 1st Battalion, 501st Infantry Regiment, conducts a joint patrol with Afghan National Army soldiers in Bak, Afghanistan, in late January.

GEN Stanley A. McChrystal, commander of NATO's International Security Assistance Force in Afghanistan, plans to use the infusion of an additional 30,000 troops to secure an arc of territory from Taliban strongholds in the country's south to the capital in Kabul. As the insurgency weakens, GEN McChrystal hopes that its moderate leaders will turn to some form of reconciliation with Afghanistan's government.

"As a soldier," he said in a January interview with London's *Financial Times*, "my personal feeling is that there's been enough fighting. What I think we do is try to shape conditions which allow people to come to a truly equitable solution to how the Afghan people are governed."

In a January meeting, NATO strongly backed reintegration and reconciliation efforts, and international allies pledged $140 million to finance a reconciliation effort to offer jobs to rank-and-file insurgents who are fighting for money to survive rather than for religious or ideological reasons.

In southern Afghanistan, the heartland of the Taliban insurgency, soldiers are testing the strategy of using military pressure and the promise of development to turn old foes into allies. The 508th Parachute Infantry Regiment, 82nd Airborne Division, is establishing a permanent outpost and offering assistance to the citizens of the Arghandab River Valley, north of the capital of Kandahar Province.

"We're seeking to engage any leader in the area who has influence over the population," commander LTC Guy Jones told the *Financial Times*. "He can go any which way he chooses, and we hope he chooses the government."

The strategy is a risky one. The soldiers, for example, must depend on a Pashtun elder, Said Amir Mohammad Agha, detained three times by U.S. forces in Afghanistan and once imprisoned as a suspected Taliban commander in the detention center at Guantánamo, Cuba. Now an influential leader in the Arghandab area, Agha has a certificate from U.S. forces that certifies that he poses no threat. While U.S. officers believe that he has retired as a Taliban commander, they think he maintains contact with the group. His loyalty is vital to the paratroopers as they work with Afghan army soldiers to find and clear caches of explosive devices, rout the Taliban who intimidate the locals, strengthen security and build confidence among the Afghan security forces.

GEN McChrystal has been candid about the dangers of this approach and has warned that violence will rise. Insurgents, he said, will step up bomb-

Deployments to Afghanistan

The Department of Defense announced in January the following deployments to Afghanistan, part of the 30,000 troops authorized by President Barack Obama last year.

- Approximately 3,200 soldiers from the 4th Brigade Combat Team, 101st Airborne Division, Fort Campbell, Ky., will deploy this summer.
- Approximately 2,600 soldiers from the 4th Combat Aviation Brigade, 4th Infantry Division, Fort Hood, Texas, will deploy this summer.
- Approximately 80 soldiers from the Virginia National Guard's Virginia Beach-based 529th Combat Sustainment Support Battalion, 329th Regional Support Group, will mobilize March 20 and conduct 45–60 days of mobilization training at Fort Hood before deploying.

An additional 1,400 from various units will also deploy throughout the summer.

Correction

Third Army's primary reception, staging, onward movement and integration (RSOI) operation in theater is located in Kyrgyzstan, not Kazakhstan ("Third Army: Directing Traffic at the Crossroads of Two Wars"—February).

ings to try to undermine his strategy, but he is poised to make "very demonstrably positive" progress this year. The expectation of more violence as the extra troops arrive in Afghanistan prompted the country's election commission to postpone the parliamentary elections scheduled for May to September. By the end of summer, more districts will be secure. "I believe that a political solution to all conflicts is the inevitable outcome," said GEN McChrystal, "and it's the right outcome."

Iraqi Insurgent Attacks. In the weeks leading up to the elections in Iraq this month, militants employed new tactics to disrupt security and spread fear in the populace, GEN Raymond T. Odierno, commanding general of U.S. Forces-Iraq, told reporters at a media briefing in late January. Insurgents, he said, "have become more creative at how to conduct attacks."

Since August, militants have coordinated well-planned attacks targeting high-profile government sites. In January, three suicide bombings in one day killed 41 people at Baghdad hotels, and at least one of the attacks involved two cars. "The first car came in with small-arms fire," GEN Odierno said, "followed by the suicide bomber. We have not seen that before."

The day after the hotels were hit, a suicide bomber tried to drive a rigged pickup truck through a checkpoint near the forensic evidence office run by the interior ministry. The bomb sheared off 10-foot-thick blast walls, killing more than 20 people and injuring almost 90 more.

New bombing methods include wrapping explosives into the gears of vehicle chassis or placing them in concealed chambers. According to GEN Odierno, U.S. military intelligence suggests that between five and 10 main leaders, some of them believed to be university trained, planned the Baghdad attacks. He said, "They are trying to get the most attention they can, do the most damage they can so that people question the government."

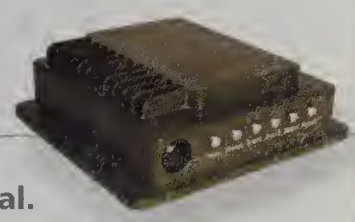
In February, a woman suicide bomber, with explosives hidden under her black robe, struck a group of Shiite pilgrims on the northern edge of Baghdad. Iraqi officials had predicted but failed to prevent the attack, which killed at least 38 people. Two more bombings wounded 16 Shiite pilgrims in southern Baghdad. The attacks occurred despite the government's pledge of intensified security for the annual pilgrimage to Karbala, Shiite Islam's holiest shrine in Iraq.

New CSMs. In January, CSM Michael D. Schultz and CSM Richard J. Burch were selected as the new command sergeants major of the Army Reserve and Army National Guard, respectively.



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USAR

CSM Michael D. Schultz



Nebraska NG

CSM Richard J. Burch

CSM Schultz, formerly command sergeant major of the 143rd Sustainment Command (Expeditionary), Orlando, Fla., is the 11th command sergeant major of the U.S. Army Reserve. He replaces CSM Leon Caffie, who retired in January.

CSM Schultz has served in numerous staff and leadership positions in the Army Reserve. He has deployed three times, serving in Iraq, Afghanistan and Kuwait. When not on military duty, CSM Schultz works for the Tampa, Fla., police department.

CSM Burch, formerly command sergeant major of the Nebraska National Guard, replaces acting CSM Victor S. Angry. CSM Burch assumed his position in February.

Having served in the Army National Guard for more than 30 years, CSM Burch has worked in several different career fields, including quartermaster, recruiting and retention, and human resources, among others. He served in Afghanistan from July 2005 until July 2006 as a member of the Nebraska Army National Guard's 209th Regional Training Institute's 53rd Brigade Combat Team Training Assistance Group at the Kabul Military Training Center.

Blind Company Commander. In February, CPT Scott Smiley, who lost his vision during his deployment to Iraq in 2005, became the first blind officer to assume command of a Warrior Transition Unit (WTU). He is only the second wounded warrior to assume command of a WTU.

A 2003 graduate of the U.S. Military Academy, in April 2005 CPT Smiley was leading a platoon of Stryker soldiers with Company A, 1st Battalion, 24th Infantry, 25th Infantry Division, in Mosul, Iraq, when a suicide bomber detonated explosives 30 yards away. Shrapnel hit CPT Smiley in the face, causing temporary brain damage and paralysis, and permanent loss of vision.

After receiving medical attention, CPT Smiley was transferred to the Fort Lewis, Wash., Warrior Transition Unit. He wanted to use his West Point education and felt a service obligation. Despite his blindness, he was determined to return to active duty. He was assigned to the U.S. Army Accessions Command at Fort Monroe, Va., under the Wounded Warriors Program, where he used a special computer and audio equipment to complete his work. He then received a master's in business administration from Duke University in North Carolina.

LTG Robert L. Van Antwerp Jr., CPT Smiley's commander at U.S. Army Accessions Command, nominated him for *Army Times* Soldier of the Year, an award he received in 2007. In July of that year, he climbed 14,410-foot Mount Rainier in Washington state. Only about half of the estimated 10,000 people who attempt the climb each year complete it, a feat that earned him a nomination for an ESPN ESPY award.

After graduating from Duke, CPT Smiley was an instructor in the Behavioral Sciences and Leadership Department at West Point, teaching a leadership course to third-year cadets. With only half of his new command on the West Point campus, he will travel from Maine to Pennsylvania to lead his team.

"Scotty will be a great commander," said LTG Van Antwerp. "He will lead



Tommy Gilligan

CPT Scott M. Smiley, the first blind soldier to take company command, passes the guidon back to 1SG Deon E. Dabrio during a February change of command ceremony for the U.S. Army Warrior Transition Unit at West Point, N.Y.

from the front as he has always done. I am proud of him and proud of our Army for giving him this opportunity."

Cobra Gold 2010. The Cobra Gold 10 exercise took place in Thailand for three weeks in February. Singapore, Indonesia, Japan and the Republic of Korea (ROK) joined the United States and Thailand in the 29th year of the largest multinational exercise in the world, sponsored by U.S. Pacific Command and the Royal Thai Supreme Command.

Cobra Gold, which builds coalition interoperability with Asia-Pacific regional partners, included a command post exercise focused on training a Thai, U.S., Singaporean, Indonesian and ROK coalition task force; Japan participated within a U.N. Force staff. Representatives from Brunei, Chile, China, Germany, Laos, Mongolia, New Zealand, South Africa, Sri Lanka and Vietnam observed the command post exercise at Thailand's invitation.

The exercise also included a series of medical and engineering civic-action projects as well as joint and combined field training. The objective of the projects is to build and strengthen U.S. Army and Thai army relations to support possible future regional security and humanitarian situations as

Army Casualties in Afghanistan

The following U.S. Army soldiers were reported killed in Operation Enduring Freedom from January 1 to January 31, 2010. All names have been released through the Department of Defense; families have been notified.

SGT Lucas T. Beachnaw, 23
SPC Brian R. Bowman, 24
PVT John P. Dion, 19
SPC Robert Donevski, 19
SGT Carlos E. Gill, 25
SFC Jason O.B. Hickman, 35
SGT Joshua A. Lengstorf, 24
SSG Daniel D. Merriweather, 25
SSG Thaddeus S. Montgomery, 29
CPT Paul Pena, 27
SSG Anton R. Phillips, 31
SFC Michael P. Shannon, 52
PFC Geoffrey A. Whitsitt, 21
SPC Kyle J. Wright, 22

Army Casualties in Iraq

The following U.S. Army soldiers were reported killed in Operation Iraqi Freedom from January 1 to January 31, 2010. All names have been released through the Department of Defense; families have been notified.

SPC Brushaun X. Anderson, 20
PFC Scott G. Barnett, 24
SPC David A. Croft Jr., 22
PFC Gifford E. Hurt, 19
PFC Michael R. Jarrett, 20

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GENERAL OFFICER CHANGES*

**Assignments to general officer slots announced by the General Officer Management Office, Department of the Army. Some officers are listed at the grade to which they are nominated, promotable or eligible to be frocked. The reporting dates for some officers may not yet be determined.*



MG D.B. Allyn from Dep. CG, XVIII Airborne Corps and Fort Bragg, Fort Bragg, N.C., to CG, 1st Cavalry Division, Fort Hood, Texas.



MG N.J. Cannon, ARNG, from Cmdr., 46th MP Cmd., Lansing, Mich., to Provost Marshal/Dep. Cmdr., Detainee Ops., USF-I, OIF, Iraq.



MG D.R. Hogg from Dep. CG, CSTC-A, OEF, Afghanistan, to CG, USARAF/CG, SETAF, Italy.



MG J.M. McDonald from Dep. Cmdr., MNSTC-I/ Dir., Security Agreement Secretariat, USF-I, to Dep. CoS, Strategic Ops. (C-3), USF-I, OIF.



MG D.E. Quantock from Dep. CG (Detainee Ops.)/CG, Task Force 134, USF-I, to CG, MSCoE and Fort Leonard Wood, Mo.

Brigadier General: **W.E. Buckler Jr.**, USAR, from Dep. Cmdr., 412th TEC, Vicksburg, Miss./Asst. CoS, Engineer, Eighth U.S. Army, Korea, to J-7, Dir., Engineering, USF-A, OEF.

■ ***ARNG**—Army National Guard; **CoS**—Chief of Staff; **CSTC-A**—Combined Security Transition Command-Afghanistan; **MNSTC-I**—Multi-National Security Transition Command-Iraq; **MP**—Military Police; **MSCoE**—U.S. Army Maneuver Support Center of Excellence; **OEF**—Operation Enduring Freedom; **OIF**—Operation Iraqi Freedom; **SETAF**—U.S. Army Southern European Task Force; **TEC**—Theater Engineer Command; **USAR**—U.S. Army Reserve; **USARAF**—U.S. Army Africa; **USF-A**—U.S. Forces-Afghanistan; **USF-I**—U.S. Forces-Iraq.*

well as man-made and natural disaster contingency operations.

DES Pilot Expands. In January, the test of a streamlined disability evaluation system (DES) expanded to six additional installations across the United States, bringing the total number of participating facilities to 27. The Departments of Defense and Veterans Affairs (VA) began the pilot test in November 2007 at three facilities in the national capital region; it features one medical examination to provide a single-sourced disability rating.

In October 2008, DoD and the VA approved expanding the DES pilot to 18 more installations, a process that was completed in May 2009. Between its inception and the end of November 2009, more than 5,400 servicemembers participated in the program.

The pilot was expanded again based on favorable reviews it received, said Noel Koch, deputy under secretary of defense, Office of Wounded Warrior Care and Transition Policy, in a news release. "This expansion … will allow us to gather and evaluate data from a diverse geographic area, prior to determining worldwide implementation," he said.

The installations added to the DES program are: Fort Benning, Ga.; Fort Bragg, N.C.; Fort Hood, Texas; Fort Lewis, Wash.; Fort Riley, Kan.; and Portsmouth Naval Medical Center, Va. The estimated completion date for the DES expansion is March 31, 2010.



***USFK Transformation.** U.S. Forces Korea will relocate the majority of its troops to two enduring hubs, Pyeongtaek (northwest) and Daegu (southeast), by 2016. Some 5,000 servicemembers in and around Seoul will move to USAG Humphreys by 2014; all U.S. forces north of Seoul—approximately 7,000—will relocate to USAG Humphreys by 2016.*

IMT Stands Alone. The Army's Training and Doctrine Command (TRADOC) has established a stand-alone major subordinate organization for initial military training (IMT). In order to maintain a three-star focus on training, the Army has split IMT responsibility from U.S. Army Accessions Command; IMT will relocate from Fort Monroe, Va., to Fort Knox, Ky., and merge with Human Resources Command. The move is scheduled to be complete in Spring 2011. (See pages 60-72.)

IMT is led by the TRADOC deputy commanding general (DCG)-IMT; LTG Mark Hertling became the first DCG-IMT in September. IMT includes basic combat training (AIT), advanced individual training, one-station unit training and the Basic Officer Leaders Courses. Soldiers entering basic train-



U.S. Army/ SPC David M. Sharp

1st Armored in Iraq. *U.S. Army CW2 James Bottencourt conducts the 1st Armored Division Band at a transfer-of-authority ceremony in Al Anbar Province, Iraq, in late January. The ceremony marked the end of the II Marine Expeditionary Force (Forward) mission and the beginning of the 1st Armored Division's mission at Camp Ramadi.*

ing in the past were taught a wide range of skills and often did not master them all. To address this, LTG Hertling will reform the curriculum so that soldiers learn to perform the most essential tasks to a higher standard.

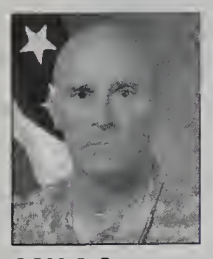
TRADOC has reorganized all 18 of the Army's IMT training brigades to fall under the supervision of the DCG-IMT; two Army Reserve training commands—the 80th and 108th Divisions—have been placed under the DCG-IMT's operational control. Within the next year, the Basic Combat Training Center of Excellence and the Directorate of Basic Combat Training, which together include the Army Drill Sergeant School, the Army AIT Platoon Sergeant School, the Army Physical Fitness proponency and the Army Prep School, will be realigned under the DCG-IMT.



COMMAND SERGEANTS MAJOR CHANGES*



CSM R.R. Beam from USAREUR and Seventh Army, Germany, to NTM-A.



CSM S.C. Schroeder from 2nd BCT, 101st Airborne Div. (Air Assault), Fort Campbell, Ky., to 101st Airborne Div. (AA), Fort Campbell.

■ ***BCT**—Brigade Combat Team; **NTM-A**—NATO Training Mission-Afghanistan; **USAREUR**—U.S. Army Europe.*

*Command sergeants major positions assigned to general officer commands.

IMT joins three other TRADOC major subordinate organizations: the Combined Arms Center, the Combined Arms Support Command and the Army Capabilities Integration Center.

Force-Structure Actions. The Army announced in January the following force-structure actions.

■ The 86th Signal Battalion will relocate from Fort Huachuca, Ariz., to Fort Bliss, Texas, scheduled to be completed in July 2011. This represents an increase of 487 military authorizations and one civilian authorization at Fort Bliss, and a corresponding decrease at Fort Huachuca.

■ Headquarters, Army Contracting Command and Headquarters, Expeditionary Contracting Command will relocate from Fort Belvoir, Va., to Redstone Arsenal, Ala., which will result in the reassignment of 79 soldiers and 234 civilians to Redstone Arsenal. The move is expected to be completed in August 2011. Both contracting commands will collocate with U.S. Army Materiel Command and U.S. Army Security Assistance Command, which are also moving to Redstone Arsenal as a result of the Base Realignment and Closure process.

■ Six planned unit inactivations and 15 realignments over the next two years at Fort Bragg, N.C., will result in a net decrease of 275 military authorizations.

BOLC II Terminated. The Basic Officer Leader Course-II (BOLC II), initiated in June 2006 to bolster new lieutenants' basic soldier skills, ended in December. The six-week course was designed as a kind of basic training for lieutenants, but it was delaying them from getting to branch training and assignment to their first units. As many as 8,000 second lieutenants were constantly engaged in some sort of basic officer training.

Faced with the current shortage of captains and majors that has kept units from staffing their officer billets at 100 percent, the Army saw BOLC II as creating a bottleneck in moving its youngest officers forward. The course was given only at the Infantry School at Fort Benning, Ga., and the Field Artillery School at Fort Sill, Okla. The last BOLC II classes graduated at both installations in mid-December.

Now lieutenants will go straight from their commissioning source to branch training. At the end of that instruction, called BOLC B, they will receive about three weeks of training in basic soldier skills. The following seven tasks taught at BOLC II will be retained and taught within each of the basic-branch skills: basic rifle marksmanship; day-and-night land navigation; 20 hours of combatives; small-unit tactics, techniques and procedures; tactical convoy leadership; sexual assault response and prevention; and equal opportunity.

NORTHCOM and National Guard. Speaking at the first National Guard Joint Senior Leadership Conference in National Harbor, Md., Secretary of Defense Robert M. Gates said: "We are focused on creating a pathway for a Guard officer to take command of NORTHCOM. It is recognition long overdue."

The National Guard Empowerment Act, which was part of the fiscal year 2008 Defense Authorization Bill, created the first four-star general in the National Guard, elevating the chief of the National Guard Bureau and designating him as the principal advisor to the Secretary of Defense as well as military leaders on Guard issues.

LTG Steven Blum, head of the bureau until November 2008, is currently deputy combatant commander of Colorado-headquartered NORTHCOM, the first National Guard officer to serve in the position. ★



U.S. Air Force/MSgt. Michael Garcia

***Call for Photos.** The Vietnam Veterans Memorial Fund has issued a national call for photographs and remembrances of the people whose names are engraved on the Vietnam Veterans Memorial on the National Mall in Washington. The goal is to obtain a photograph for each of the 58,261 names engraved on the wall. Photographs will be displayed in an underground education center to be built on site. For more information, visit www.vvmfcenter.org.*

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– Gunnery SGT, E.F.

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Front & Center

Selfless Service

By GEN Frederick J. Kroesen
U.S. Army retired

The term *selfless service* has a long and honorable history in America. The earliest colonists expected every man to take up arms to defend the settlement and the families therein. Compensation for service was limited to the satisfaction of guaranteeing security for the group. For the next century and more, that was the military system, augmented by packets of British soldiers who recruited a few Americans to fight, for example, in the French and Indian War.

Our Revolutionary War was fought by volunteers, organized and rewarded as each colony thought appropriate, and by a small number who joined GEN George Washington's Continental Army in return for the promise of payment by the Continental Congress. The failure of Congress to fulfill that promise finally required Washington to personally quell a threatened revolt by his officers who, in 1783, were demanding their long-delayed compensation. They may have been the first who thought "Thank you for your service" is not enough.

All but five of our subsequent wars have been fought by volunteers: the Civil War, when casualties and time dried up the volunteer pools, causing both sides to resort to a draft; World Wars I and II, when the magnitude of the manpower needs required the same solution; Korea, when the manpower policies of World War II were continued; and finally Vietnam, when the personnel policies caused a deterioration that may have ended a resort to draft armies anytime in the future.

With few exceptions (some soldiers became Presidents), the reward for most has been, principally, the satisfaction of passing on to future generations the legacy of freedom created by the long line of military personnel who sacrificed time, livelihood, life and limb.

Also with few exceptions, the veterans of our wars have been treated shabbily, sometimes disgracefully. Mostly they waited long, frustrating years for bonuses, pensions or other rewards while Congress and the states debated



the need, delayed decisions and waited for most to die before any payments were made. Only the World War II GI Bill had a scope and constancy that rewarded its veterans with education and economic assistance and encouraged a fresh start in life. The country's reward was "the greatest generation" and a system that should have become a paradigm for all postwar periods.

Unfortunately, Korean War veterans experienced a return to congressional procrastination, and Vietnam War veterans were treated almost as pariahs, for the most part hiding their status. They were further insulted when the draft dodgers of their era were pardoned and accepted back into society as never before. The country's reward was the high percentage of homeless, unemployed, mentally and physically ill veterans unable to contribute effectively to the nation's welfare. A detailed and enlightening account of our treatment of veterans from Colonial times to the present is found in the book *Homeward Bound: American Veterans Return From War* by Richard Taylor, available in paperback from the Naval Institute Press.

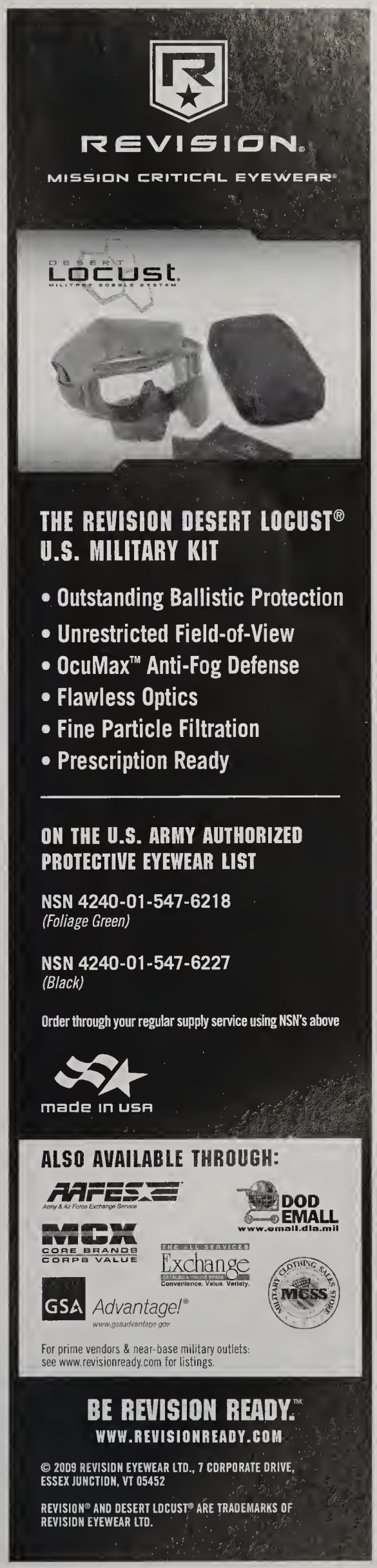
That said, the values of and needs for selfless service have never diminished, have never been dependent on anticipated rewards, and have continued to epitomize American servicemen and women throughout our history. Its fundamental character is the willingness of individuals to sacrifice themselves for a cause, a mission, a friend or a squad of their peers, engaging without a calculation of consequences. In its ultimate form, it produces Medal of Honor performance, but it is also a factor in the earning of a Bronze Star, a combat badge or a Meritorious Service Medal. It can reflect a sudden, violent instantaneous reaction, or it can be a demonstration of a long period of devoted service. What it cannot be is an action undertaken for an anticipated reward for the individual engaged. Those who seek personal rewards—and conjure means and methods to achieve medals or promotions or enhanced reputations—never understand that the realization of one's ability to provide for the welfare of others is the primary reward. Medals of Honor are secondary to that reality.

Selfless service is not limited to individuals. Organizations, even nations, commit themselves to causes and missions undertaken for the welfare of others. The United States has no peer in its willingness to react to tragedy or crisis. Earthquakes, tsunamis, volcanoes, fires, floods or terrorism anywhere in the world invoke almost automatic commitment of American assistance, offered without thought of reward, return or even gratitude. More often than not, we go seemingly unrewarded, often criticized as too little, too late by observers who themselves are doing nothing.

But the people being helped know and remember, and our reputation among them is constant, unflagging and no small invitation for them to immigrate. I have not forgotten an exercise in Greece some 30 years after World War II, when anti-Americanism was rife among Greek journalists and government officials. The people in the hinterlands welcomed American troops without qualifications, showered units with fruit and flowers, expressed their appreciation for their liberation and for our help in suppressing the communist revolutionaries as we engaged in the Truman Doctrine response to that threat to their welfare. That same appreciation was pervasive throughout Europe for decades, even among our former enemies, as the effects of the Marshall Plan were enjoyed. It was American selfless service that evoked those reactions, a worthy reward for selfless sacrifice.

For you soldiers engaged today in Iraq and Afghanistan, the same critics and naysayers will have little effect on the people you see every day. Their gratitude will endure, and your reward will be a satisfaction that our traditions are noble and that our next generation will enjoy the legacy of freedom that you will bestow. □

GEN Frederick J. Kroesen, USA Ret., formerly served as Vice Chief of Staff of the U.S. Army and commander in chief of U.S. Army Europe. He is a senior fellow of AUSA's Institute of Land Warfare.



Haiti Reminds Us How the U.S. Military Has Changed

By Richard Hart Sinnreich

The massive military relief effort currently being mounted in Haiti prompts some reflections on the ways in which U.S. military forces, and especially the Army, have changed over the past half-century or so.

Were we to look back that far, we would see a very different military organization. For starters, we would see a much larger active force. Even before Vietnam, the Army weighed in at more than 870,000 troops. The Air Force was nearly as large at 815,000. Together, the Navy and Marine Corps added another 788,000, for a total active force of well over 2 million.

The Army was manned largely by conscription, of course. But perhaps as important, throughout most of the 1950s, the Army was still structured, as it had been ever since World War II, for self-contained expeditionary operations, which is to say that it was organized, manned, equipped and trained to operate almost entirely from within its own organic resources.

Thus, for example, during the Korean War, the Army deployed not only 30-odd combat engineer battalions, but also 15 engineer construction battalions, together with countless bridge-building, topographic, water-purification, explosive ordnance disposal, pipeline, heavy equipment maintenance and even dump truck companies—altogether, enough manpower, materiel, and technical skills to repair and even rebuild entire municipalities, a task they accomplished more than once during both World War II and the Korean conflict. The Navy's Seabees were smaller but deployed similar port and airfield construction and repair capabilities.

Ditto for security. In Korea, for example, the Army fielded eight military police battalions and more than 30 separate MP companies and detachments, performing tasks ranging from law enforcement and traffic management to installation security and even light combat. Commanders of the time tolerated diverting combat units to such tasks only rarely (and reluctantly).

Finally, to transport those support capabilities, in addition to the mobility assets organic to combat formations, the active force could field everything from heavy transportation battalions and separate truck companies to railway battalions, transport aircraft, and port and harbor craft detachments. For a time, the Army even ran its own hospital train.

In the 1960s, all that began to change. Even before Vietnam began putting pressure on the active force, there were mounting complaints that the military's "tooth-to-tail" ratio was out of balance. With U.S. forces committed chiefly to forward positional defense in Germany and Korea, critics argued reasonably that wasting money and manpower on support structure that host nations were more than willing and able to provide merely diminished combat capability. In the years that followed, much of the military's support overhead was either shifted into the reserves or eliminated altogether. When the Johnson administration declined to mobilize for Vietnam, the resulting shortfall proved painfully slow to correct.



After Vietnam, with the nation in a distinctly noninterventionist mood, there was little political incentive to retain that refurbished support structure. On the contrary, military leaders shifted even more of it into the reserves, on the premise that doing so in effect would compel political leaders in any future major military commitment to approve the full-scale national mobilization that Johnson had declined.

Instead, the end of the Cold War saw the Army shrink below 500,000 troops and its sister services contract commensurately. In the circumstances, there was even less incentive to trade combat for support structure. Meanwhile, both budget and ideological pressures were mounting to substitute commercial for military resources wherever they plausibly could do so.

The result was a massive shift to military reliance on contracted support even in active combat theaters, and even for engineering, logistical, and security functions once considered to be organically essential. The acme may have been reached last year, when the Congressional Budget Office reported that contractors in Afghanistan not only outnumbered deployed U.S. troops but also were proportionately more numerous than in any previous war. At the same time, in both Iraq and Afghanistan, contracted support operations have been marred by waste and mismanagement.

Haiti is only the most recent indicator that, for better or worse, military forces have become, and are likely to remain, the nation's crisis responders of first resort, not only in war but also in peace. Meanwhile, emerging military operating concepts recognize that activities such as security, relief and reconstruction no longer can be treated merely as "lesser included" military tasks but instead often may be nearly as important as actual combat to strategic success.

Still unresolved, however, is whether continued reliance on contracting to conduct the bulk of such activities will satisfy that requirement, and if not, how the military's own capabilities to perform them can be repaired at a time when military budgets and manpower are more likely to shrink than to expand. □

Richard Hart Sinnreich writes regularly for The Lawton *(Okla.)* Sunday Constitution. *This article originally appeared in the January 24, 2010,* Lawton Constitution *and is reprinted by permission of the author.*

Army Echelons and Leader Development

By LTG James M. Dubik
U.S. Army retired

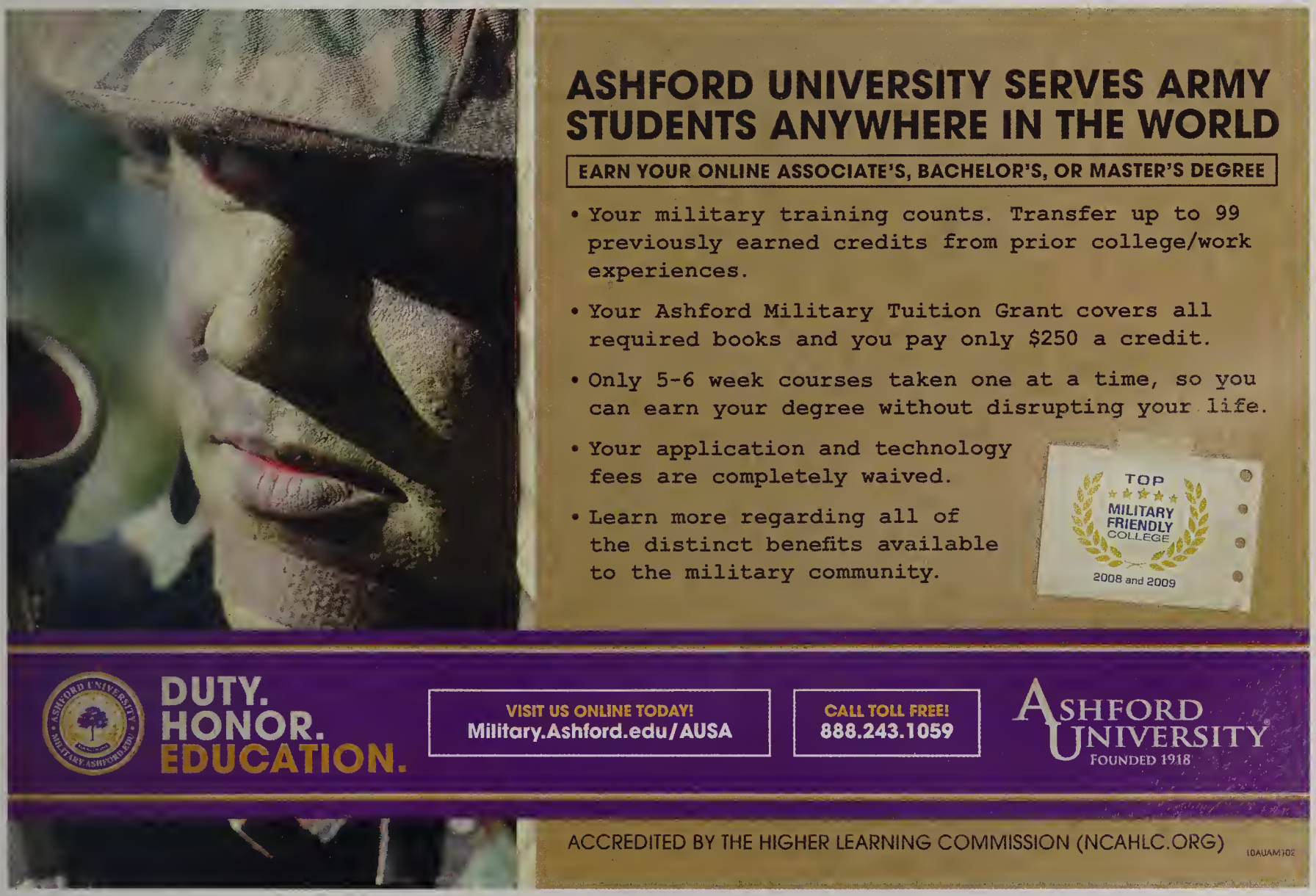
Just a few years ago, the utility of the Army's operational echelons was called into question. Some believed that we could flatten these echelons, as some civilian corporations had flattened their organizations. Nearly a decade at war has confirmed the utility and wisdom of having echelons of command, but echelons are useful in another way: They are an important means by which the Army develops its leaders.

Army leaders are responsible for developing subordinates who understand both how their position and actions fit into the Army's echelons as well as how they fit into systems and enterprises. Acquiring this understanding begins—or should—within battalions and their equivalent organizations. Teaching this aspect of echeloned leadership is a shared institutional and unit responsibility. How has this responsibility fared under our modular approach to echelons and during a decade of war?

The most obvious way leaders are developed within units is through the standard "two-up/two-down" approach to the chain of command. Leaders, whether officers or sergeants, are responsible for developing subordinates two levels down. Part of the two-up/two-down development includes teaching subordinates how to think, decide and act two levels above their current rank and position. In this way, we set the conditions for decentralized command in which junior leaders understand that they are responsible for taking initiative within their seniors' intent and learn how to do so correctly—from their seniors. Junior leaders should also learn how to divest solutions to the appropriate level.

If a brigade commander sees a deficiency in a squad's performance, for example, the brigade commander should divest solving squad problems to the right level—in this case, to the company level. The brigade commander may have to take immediate corrective action, but the real solution lies with company commanders and first sergeants. Similarly, if a division command sergeant major sees an issue with one or more company first sergeants, the division command sergeant major may take immediate corrective action, but the real solution lies with brigade command sergeants major.

Learning how to divest solutions to the proper level is an important leadership skill: It allows the nests of echelons to work together coherently without



micromanagement. Echelons of leaders need each other for proper development to occur.

Two other variations of Army echelons are also important in developing leaders—first, the difference between company-, field- and senior-grade leadership (again, whether officer or sergeant). At the company-grade level, the focus is on accomplishing a particular task or properly identifying the nature of a problem and either preventing or fixing that problem. This is the realm of almost exclusively direct leadership. Depending on where they work, however, field-grade leaders are not just "super-capable direct leaders."

Rather, the title *field grade* carries with it the expectation that one "sees the whole field," not just a particular part of it. As such, field-grade leaders are, or should be, primarily focused on how systems work. That is, they should look at individual actions or problems not just as an "each," but either as an instance of a well-adapted, efficient and effective system—or one that is not.

When a field-grade leader directs a company-level leader to take an action or fix a problem, that directive should be aimed not just at the particular action or problem but also at adapting, improving or sustaining the system of which it is a part. For example, a field-grade leader might identify a supply accountability problem. Fixing the problem, if viewed as part of a system, would include correcting the deficiency that was noted and whatever systemic failure may have caused the deficiency.

Senior leaders—lieutenant colonels, the associated sergeant's rank, and above—have an even broader focus. These leaders must come to understand not only how individual actions or problems are manifestations of a system, but also how sets of systems fit together into an enterprise.

The battalion level (and equivalent) is a leader's first experience concerning how sets of systems form an enterprise. A battalion's battle and civil-military operating systems—plus its personnel, intelligence, operations and training, fires, command and control, leader development, and management systems—together form the "enterprise" of the battalion. Further, the individual battalion's enterprise is part of several larger sets, nested vertically and horizontally within a brigade or division. The battalion's systems are also nested vertically and horizontally within echelons of functional systems—the battalion's fire-support system, for example, is part of a larger fire-support system.

The systems at lower levels of command should fit into those at the higher levels. This nesting is most obvious with respect to combat functions, but it is also true of our administrative functions. A unit's personnel, training, logistics, maintenance, legal and leader-development systems ultimately come together to form the Army's institutional systems that, in turn, are part of a larger set of Army enterprises.

The primary unit instructors for this developmental learning are colonels, general officers and their sergeants major. Our modular concept—when applied to the battlefield—successfully mixes various brigades and battalions under any number of general officer headquarters. In question, however, is whether modularity, as applied at home, enhances or diminishes important leader-developmental learning—learning that must occur in our Army if we are to grow our leaders to full capacity.

The final aspect of Army echelons that is important in developing leaders is the distinction between officer (commissioned as well as warrant) and sergeant. While distinct in terms of rank, officers and sergeants enjoy a developmental relationship that is anything but separate.

Sergeants in the American Army have always played an essential role in the development of officers. PSG McShae; First Sergeants Viamontes, Hummer and Pross; Command Sergeants Major Simon, Novy, Etheredge, Wheeler and Williams; and many other sergeants all played a critical role in my development throughout my career. Every officer I know has a similar list. While this may not be a formal aspect of leader development, growing sergeants who can continue to help officers develop, even at the senior ranks, is an important aspect of the Army's leader-development approach.

Furthermore, this aspect of leader development is mutual. As beneficiaries of experienced sergeants, officers have a special responsibility in the continuing education of our Noncommissioned Officer Corps. Each generation of officers benefits from the previous generation's attentiveness to ensuring that sergeants receive their progressive developmental schooling—on time. The experience-based proficiency and wisdom that sergeants are gaining in combat is necessary but not sufficient; education-based proficiency is equally necessary.

As sergeants advance in rank, their responsibilities broaden and increase in complexity. Repetitive combat rotations and unit professional development may help sergeants understand and succeed in these broader, more complex positions, but unit programs cannot do the job by themselves. The NCO education system is an absolute requirement, not just for the sergeant but for the Army at large.

Almost ten years of war have placed a heavy burden on our NCO Corps. Their leadership, as everyone acknowledges, is essential to success on the battlefield. Their commitment to soldiers motivates them to remain with their units, and our force-generation methodology encourages them to remain. Newly assigned commanders are naturally attracted to having as many experienced sergeants in their units as possible, for these commanders are usually on the predeployment training path.

The various dimensions of Army echelons—two-up/two-down; company, field and senior leadership; and the officer/sergeant distinction—are important aspects of the way we develop leaders. If there is any criticism, it's not of the doctrine or the overall approach, but of how we practice it.

Too often leaders get caught up with their "to-do lists" and forget that one of the more important "to

dos" is to teach, explicitly, their subordinates via a structured unit-leader-development program. "The war" is sometimes used to justify doing what is convenient and easy rather than what is right, all things considered. Also, too often our civilian leaders are left out entirely—all of us have been guilty of this omission. Lastly, the growing importance of spouse, family and volunteer leadership has resulted in much-needed attention and increasingly useful but not yet fully mature development programs in this area.

Many in private industry are envious of our leader-development programs. That we always want to do better is the surest sign of how seriously Army leaders take their leadership-development responsibilities. □

LTG James M. Dubik, USA Ret., is a former commander of Multi-National Security Transition Command-Iraq and a senior fellow of AUSA's Institute of Land Warfare.

The Task Force 120 Story

By LTG Michael A. Vane

Task Force 120 has provided the Army an opportunity to adapt its acquisition processes by using an approach that accommodates and responds to the speed of technological change while sustaining readiness.

—GEN Martin E. Dempsey, commander,
U.S. Army Training and Doctrine Command

Secretary of Defense Robert M. Gates announced in April 2009 his decision to halt the procurement of the manned ground vehicle component of Future Combat Systems (FCS), along with other decisions greatly affecting Army modernization. He directed the Army to "develop a new, renamed manned ground vehicle program based on revised requirements," and also directed that Army modernization plans must reflect experiences from current combat operations. Other guidance included accelerating the spin out of proven technologies to all brigade combat teams (BCTs); increasing intelligence, surveillance, reconnaissance and unmanned aircraft systems capabilities; limiting active component growth of BCTs to 45; and integrating the mine resistant ambush protected (MRAP) family of vehicles into combat formations.

In response to guidance from GEN George W. Casey Jr., Chief of Staff of the Army, U.S. Army Training and Doctrine Command (TRADOC) established a task force to examine Army modernization. Within TRADOC, the Army Capabilities Integration Center



(ARCIC) was placed in charge of the effort. The guidance included developing a modernization approach that included incremental modernization of the brigade combat teams and establishing the start point for a new ground combat vehicle (GCV), all synchronized with the Army's modernization strategy. The task force led a comprehensive review of force designs, drafted a BCT modernization plan, established integrated network architectures and codified initial GCV operational requirements.

The U.S. Army has a rich history of employing task forces to develop initiatives, foment the creation of new ideas and solve large problems. In 1992, Task Force Louisiana Maneuvers (LAM) helped guide the Army through post-Cold War downsizing by using experimentation and simulations. In 1996, Task Force XXI Advanced Warfighting Experiment (AWE) used experiments and field exercises to develop digital networks and information sharing. The modern Task Force LAM was an intellectual process that guided the Army through the use of experimentation during the period of downsizing.

Task Force XXI AWE spearheaded a process of experimentation and transformation resulting in the Army's digitized force of the 21st century. The new task force, Task Force 120, followed in these footsteps and derived its name from the 120-day time limit given to deliver elements of a new plan "to define the resource-informed balance of capabilities the Army would require to remain versatile enough to confront future uncertainty."

In the case of Task Force 120, the core integrating element from ARCIC, led by Rickey Smith and myself, was headquartered by staff from the ARCIC Future Force Integration Directorate-Forward at Fort Monroe, Va. In addition, elements from across the Army participated, including all force-modernization proponents (for example, the TRADOC Centers of Excellence).

The task force established five interrelated lines of effort: force design review, BCT modernization, ground combat vehicle, BCT network and force analysis. Discussions and the dissemination of information were carried out through a collaborative web site, daily update briefings for leadership, weekly synchronization meetings with agencies from across the United States and frequent four-star updates. The task force completed its mission with the delivery of key documents followed by a September 2009 briefing of Army modernization recommendations to Army senior leaders.

Task Force 120 adopted a resource-informed methodology by assessing operational requirements and program recommendations to meet operational demands. These recommendations were constrained by funding targets and Army force generation (ARFORGEN) projections provided by the Army staff. The task force studied and incorporated the lessons learned for the operating and generating forces from more than eight years of war in Afghanistan and Iraq. They also reviewed science and technology efforts to develop an integrated and inclusive approach to force designs, vehicle mix, network architecture and system capabilities.

The analytical underpinnings included specific efforts to maximize the value of MRAP distribution across the force; network-performance modeling that assessed operational value against the current force's greatest information-sharing shortfalls in dismounted operations; and a precision-fires mix assessment.

In addition to internal Task Force 120 efforts, the Vice Chief of Staff of the Army, GEN Peter W. Chiarelli, sponsored a GCV blue-ribbon panel that drew input from joint service partners, retired general officers, think-tank analysts, representatives from the Office of the Secretary of Defense and others with a wide range of operational experience. The panel results both challenged and validated Task Force 120's efforts, thus strengthening the recommendations for a new GCV.

Task Force 120 produced a comprehensive lessons-learned document, recommended capability packages for incremental BCT modernization, devised an MRAP operational and organizational plan, and drafted a new Army capstone concept.

The team's recommendations included developing new capability packages every two years; making recurring decisions to sustain, improve, or eliminate current wheeled and tracked vehicles based on operational value, capability shortfalls and available resources to give commanders the option to combine platforms to organize for specific missions; incorporating the latest operational lessons learned in the design of the GCV and selecting the most mature technological advances; and expanding the Army evaluation task force role in testing and evaluating new technologies to ensure that soldiers' practical and combat-experience factors are expanded in the design process.

Task Force 120 set the stage for the continual modernization of all Army BCTs by establishing plans to deliver new capability packages every few years to adapt the force with capabilities that address its highest-risk shortfalls. The Army will decide which tracked and wheeled vehicle systems to sustain, improve or remove from the force based upon their value, capabilities and available funding, aligned with ARFORGEN.

Decisions on the current fleet of vehicles will be part of the integrated assessment and fielding of the new ground combat vehicle. BCT commanders will have a variety of platforms (for example, MRAPs, fighting vehicles, and so on) to task-organize for specific missions.

In the coming years, the Army must continue to react to the operational environment while incorporating the best technologies and relevant lessons into each capability package. The Task Force 120 effort will aid the Army in providing the best capabilities to our soldiers in the minimum amount of time. □

***LTG Michael A. Vane** is deputy commanding general, Futures, and director, Army Capabilities Integration Center, Training and Doctrine Command, Fort Monroe, Va.*

'Go Make Things Better'

By MAJ Mark D. Belinsky

Imagine you are assigned as a military advisor. Your assigned province has no allegiance to the central government, a broken economy and a lack of security. You have been told to build rapport, influence the local government, and negotiate with your counterpart and all coalition forces to make things better. When you arrive in your province, the mayor begs for aid, society is broken down and your initial success pits you against the coalition military commander's agenda. Does this sound like Iraq or Afghanistan?

It was Italy in 1943, and those were the challenges a U.S. Army major faced in John Hersey's Pulitzer Prize-winning novel A Bell for Adano.

From a historical perspective, the need for conventional U.S. military advisors is an enduring mission. A significant part of our own military tradition was born from the guidance of Revolutionary War-era foreign military advisor Baron von Steuben. Looking at our recent military history, there are several important combat advisor lessons we must revisit.

Reviewing past lessons is valuable for the leader who must shift gears from performing conventional functions to advising foreign security forces (FSF). The deployment of brigade combat teams augmented (BCT-A) for security force assistance (SFA) will increase the need for our leaders to learn how to shift gears from conventional counterterrorism (CT) and counterinsurgency (COIN) to conducting CT and COIN by and with FSF. The increase in demand for transition teams of all types (military, ministerial, border, police and point-of-entry) and the partner role of U.S. platoons with FSF platoons make learning from our past critical to success today.

The following 15 insights sent to me by my father prior to my transition team's deployment proved to be relevant in Iraq. His reflections were born of his experience in 1964–65 as a battalion-level advisor for 1st Battalion, 12th Regiment, Army of the Republic of Vietnam, and in 1971 as a district advisor in Vietnam. Following each insight is a vignette from my own experience as a national police (NP) transition team leader in Samarra, Iraq, in 2008–09. Transition team leaders and the leaders in the BCT-As tasked to conduct SFA can benefit from this glimpse of the past and begin to change how they think.



■ *In your area of operations (AO), know who the enemy is. This is extremely important. You must be the world's greatest expert on activities and people in your AO. The enemy may be terrorists, local bad guys or just people who don't like Americans.*

In Samarra, this proved to be most relevant. There was no monolithic enemy. Instead, there was a variety of bad guys who ranged from foreign fighters to mafia-like *sheikhs*—construction contractors by day and financiers for insurgents at night—to rival tribesmen who would target each other's neighborhoods with improvised explosive devices (IEDs) in order to fuel the flames of family feuds. Each group was very different. Some enemy groups can be reconciled by your FSF counterpart if he chooses. Sometimes the most important question to ask is Why is this enemy group here? or Has a U.S. presence or policy created this enemy group? My own experience showed that the Iraqi national police form of policing—which was part CT, part COIN and part local police work—was extremely effective given the appropriate amount of influence towards legitimacy. (Rapport, value and credibility are essential components of influence.) It was infinitely easier and safer for a member of the Iraqi NP dressed in civilian clothes to learn the enemy than it was for an American. The important point is to get the FSF unit that you advise or partner with to learn the enemy and to get your coalition "landowner" to listen to timely and accurate reports and exploit shared intelligence together.

■ *Remember that the enemy can attack you if he so desires. Roadside bombs and rocket-propelled grenades (RPGs) are the tools of the enemy elements.*

RPGs can be infiltrated into areas you consider safe, fired against convoys or leaders, and then the culprits just disappear. Note: Watch for early morning attacks.

The use of the RKG-3 antitank grenade proved to be a significant threat to U.S. mine resistant ambush protected vehicles (MRAPs) in the city of Samarra. This potato-masher type of hand grenade, with a shaped charge and a parachute to guide the projectile, was easily hidden under a jacket or robe or even behind a notebook. When a U.S. patrol was hit with an RKG-3, the typical response was a U.S. quick reaction force (QRF), cordon, air assets arriving on station, and questioning of the local *sheikhs*, *mukhtars* and Sons of Iraq leaders. A national police battalion commander noted that it was always the rear vehicle that would be targeted because the MRAP gunners would ride very low in the gun turret and could not see. We recommended to the local U.S. infantry battalion that gunners ride high in the turrets and that they roll in combined platoon-level patrols with the national police keeping a vehicle bringing up the rear.

Initially it was difficult for the local infantry platoon to accept the concept of empowering an Iraqi platoon leader and integrating the formation of a patrol. Some partner platoons attempted to get away with requesting one vehicle with nine *shurta* (policemen) in order to get credit for a combined patrol and not have to go through the "pain" of troop-leading procedures and coordination with an Iraqi platoon leader. Partnering between platoon leaders eventually improved, however, became successful, and built confidence and credibility between U.S. and NP platoons.

An NP rear-guard Silverado with 5 *shurta* in the back was a significant deterrent to RKG-3 cells. (A *shurta* would not hesitate to quickly jump out of the truck and chase the thrower and his observer down any alley. *Shurta* in Silverados were much faster to dismount than U.S. soldiers in MRAPs due to armored doors and weight of gear.) Actionable intelligence resulting from NP tactical questioning of witnesses also proved invaluable, as *shurta* in plain clothes began to attend suspected mosques and frequent restaurants in the areas of suspected RKG-3 cells. This led to the capture of an RKG-3 cell and sent a clear message that the national police would persist, hunt for these cells and maintain a presence in the neighborhoods that local police would not prosecute for fear of reprisals.

Sometimes the transition team advisor not only has to advise his FSF counterpart, but also has to advise the local coalition landowner on how to best partner with the FSF. The new brigades enabled for the SFA concept of organization may remove the "outsider" perceptions that external transition teams have encountered from their chain of command by directing dual responsibility of maintaining the operational environment and the growth of the FSF.

■ *Remember to be "mission ready." You have responsibility for the personal safety of your team members. Make sure you have a defense plan for your team headquarters. Make sure your automatic weapons can be employed in your defense. Don't become complacent about security. Have a chain of command.*

To effectively advise or partner with an FSF unit, you must live with them. In Samarra, we built a small compound on an NP brigade camp. Moving our small brigade and battalion NP transition teams onto an Iraqi NP camp caused great concern regarding force protection. Utilizing a Hesco wall perimeter, we created a small transition team camp inside the NP camp. We added magnesium tripwire flares and a security camera system to mitigate risk from infiltration. Frequent use of our own test-fire area on our perimeter—known as the "redneck" range—allowed our small team to keep our crew-served weapons up and visible. Sharing the same austere living conditions and difficulties in dealing with local construction contractors made us better understand the environment and display our commitment to our *shurta*.

We must display our commitment to earn sentiments such as this one, from a national police QRF platoon leader: "No one can mess with our Americans except for us." Simply "giving them stuff" is not sufficient—it takes shared missions and patrolling.

There is a fine line when it comes to balancing rapport building and accepting tactical risk. A transition team leader must decide when it is worth the risk to not wear body armor, ride in

the FSF vehicles, and go to a no-notice meeting across the city with his counterpart. Senior leaders have demonstrated and preached that removing the Kevlar has an effect of humanizing the "stormtrooper" appearance. In a risk-averse climate, the advisor is often forced to push the limits of acceptable risk in order to build and maintain rapport and credibility in the eyes of his counterparts and local leaders.

Familiarity can breed contempt for small advisor teams, particularly when team members are not volunteers for the advisor mission, are far outside their comfort zone and are risk-averse. The fundamentals of counseling and establishing individual goals and projects for each team member are critical to good order and discipline. Small altercations that are left to fester will become unmanageable if not resolved the day they occur. For a small, vulnerable transition team living with their counterparts, at least one vehicle crew must be mission-ready at any time to deal with an emergency. A clear chain of command and a sustainable battle rhythm that allows for fighter management ("crew rest") and leave is as necessary for force protection as it is for sanity.

■ *You and your team members are there to help the unit to which you are assigned accomplish* its *assigned mission. You are there to provide leadership and knowledge when required, but don't be leading the attack. When ambushes or firefights break out in your AO, hold back—see what your unit is going to do. Don't rush into another ambush—this is what the enemy hopes you will do.*

More than a few transition teams in Iraq found themselves caught between a U.S. battalion commander's agenda and advising an Iraqi commander on how to accomplish his assigned mission from his higher Iraqi headquarters. It is easy for transition teams to no longer consider themselves coalition when they realize that there is a significant difference between the duties of an advisor and the duties of a liaison officer. This phenomenon can be called "going native" by conventional units who want the transition teams to command their FSF. The advisor is not going native when he advises his unit on how to best achieve its assigned mission.

More importantly, advisors must frequently participate in missions but do not command FSF and must resist the urge to rush to the scene of a recent attack. Warriors will naturally want to get into the fight and get out with their guys. The common practice of IEDs targeting first responders, cordon elements and explosive ordnance disposal (EOD) elements demonstrates how the enemy has adapted to prey upon our urge to arrive at the scene of the crime. Participating in missions and regularly accompanying patrols are an absolute necessity to understand your partnered unit and to help them learn. The advisor can't advise if he is not present, but becoming the FSF quick reaction force is bad—resist the temptation.

■ *Immediately upon arrival at your assigned unit, you must get to know your counterparts (the unit leaders)—their religion, likes or dislikes (types of food and*



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beverages) and so on. Determine what "turns them on"—perhaps a pack of cigarettes from the PX. You may have to go to religious services with your counterparts—do so. If a counterpart's family is in the area, get to know them and what turns them *on—perhaps a chocolate bar from the PX.*

Building rapport is not just sitting and drinking chai with your counterpart. The cultural awareness training you receive on religion and humor can easily lead you down the wrong path regarding the approach you take with your counterparts. Many of my counterparts had a great sense of universal "soldier" humor that would break down cultural barriers. If you are unsure, just ask. For the Iraqi national police commanders, this was as simple as asking them what was appropriate. Discussion of religion and visiting ruins proved a way for the leadership to display pride in their history. Humor is universal to all soldiers and is essential to breaking the ice and humanizing our perception. If the "ugly American" avoids all such social events, then he will maintain the "outsider" stigma. Success is when you attend a commander's huddle and are treated as one of them.

■ *Don't use the same roads or paths at the same times each day. Change your pattern of movement frequently. Water frequently at local restaurants.*

Changing our patterns and configurations of combined patrols with the Iraqi national police certainly made our transition team a less predictable/desirable target than any unilateral U.S. patrol. The practice of visiting local restaurants, stores and markets with our national police partners gave us opportunities for gathering atmospherics from the locals and observing our national police interacting with civilians. Listening to the complaints of a shop owner with my counterpart would often provide insight that shaped future operations.

■ *Know the frequency and call signs of other units operating in your AO. This is important for passing or obtaining information.*

As an advisor, your AO is your assigned FSF unit's AO, not the U.S. brigade or division AO. Keeping U.S. operation centers informed of your location and the status of your partnered unit builds the common operating picture and mitigates tactical risk on all sides. The old rules of: "What do I know," "Who needs to know it," and "Have I told them yet?" remain the fundamentals, but now you must filter information for both coalition forces and FSF. Some U.S. units will resist the idea of an outsider transition team coming into "their" AO with an FSF unit to conduct a mission and potentially stir up problems. The FSF are the legitimate security force in their country, however, and U.S. operations centers will come to grips with the fact that they would rather have your transition team on the scene than have no situational awareness.

Communication must also occur between your FSF unit and your vehicles on the move. A trusted interpreter with a handheld radio (and cell phone) linked to your counterpart is an excellent technique for communicating on the move. Your FSF partner will communicate, and you must have the capability to eavesdrop and share information just like an observer-controller at a combat training center. Your electronic warfare officer (EWO) will have to configure your jammer, the counter remote control improvised explosive device electronic warfare (CREW) system, so that you do not interfere with the communications of your partnered FSF unit. This certainly assumes risk, and there is always the danger of an FSF compromised frequency. Your EWO should frequently change the setting on your CREW and also partner with the FSF to regularly change their frequencies to mitigate risk.

■ *Informants are very important. Find out who has the money to pay for tangible information about the enemy or the enemy's intentions. Note: This aspect of the U.S. effort may not be your responsibility. Remember, money used properly makes things happen.*

An advisor will come across many types of informants. Building rapport and learning how your FSF counterpart gathers and pays for informants is rarely straightforward. Befriend FSF soldiers, who then become sources of information about your partner unit. These soldiers will discreetly inform you of problems inside the unit, other soldiers whom they do not trust, sources of corruption or theft, and quite possibly threats to your own team from inside the FSF. All informants have a motive and, as with all sources, should be verified. In Samarra, manipulation of informants proved to be a sport as popular as soccer. Training yourself to detect the ulterior motive and determine if it is counterproductive to your FSF unit's security mission is an invaluable skill.

■ *If you have U.S.-backed construction projects going on in your AO, get to know the construction crew leaders. This is important for the passing and receiving of information and assistance.*

If you do not have a place to house your team so that you can live with the unit you advise, then you will need to build one. Using local contractors to build facilities is an excellent way to learn the local human terrain and build team cohesion. There is no "royalty" on any transition team—all members must pitch in to help fill sandbags or build facilities, especially if they have unique skills. It is important to pick and choose which projects are completed by local nationals based on force protection and quality-of-construction issues. Basic Class IV construction materials (Hesco baskets and razor wire for your perimeter and lumber for construction) are easily available at larger forward operating bases. Local contractors can supply skilled and unskilled labor and ensure that workers come specifically from your FSF's area of operations. It is important that an interpreter and a member of your team appointed as construction foreman remain present for all construction. There is the constant danger that an enemy element could infiltrate the workforce or that the construction team could be intimidated or "shaken down" by your own FSF unit. Use your interpreters to gather atmospherics to determine if either of these has occurred.

Following the money trail is also a

critical task for any construction project. If you do not monitor the workers and contractor closely, you will be ripped off and your money will fuel problems in the community and possibly even enemy activity. Expect the contractor to try to get away with using cheap fittings, lights or equipment. Use your interpreters, contacts with local shop owners and trusted FSF leaders to check on the quality of services and equipment versus the price you paid. Check to see if your local workers are getting paid—our team was forced to fire a contractor who was not paying his workers and was failing to complete multiple projects across the province. This contractor was eventually arrested by Iraqi security forces (ISF) for corruption.

Often information may be a form of *baksheesh*—contractors may reward you for a construction project with information rather than money, which they know you can't accept. *Baksheesh* is a concept prevalent throughout Iraq and Afghanistan that falls somewhere between a kickback, tipping and good business practice. There is certainly acceptable *baksheesh* and unacceptable criminal *baksheesh*. If you can obtain information from your contractors and local workers, then you are well on your way to earning legitimacy and respect for your team and, more importantly, your FSF unit.

■ *You will probably have monthly or quarterly reports or evaluations. I found that a monthly letter to my counterpart was a useful tool. Stay away from very negative comments—the monthly letter is a more personal approach to help your counterpart in accomplishing his duties as a leader. This letter can comment on what the unit is doing well, measure progress and mention what might be done to make greater progress. These letters also document what your team is doing. Many times talk goes nowhere, while a written document will get attention.*

There was a standing joke among NP transition teams in Samarra that the NP leadership did not mean something unless they said it three times, but that they were *really* serious if they put it in writing. A letter to your counterpart is occasionally an excellent tool. A technique is to type the letter in double-space format and have a trusted interpreter handwrite the translation below the English text. It is important not to be overly negative—always have some praise for your counterpart as you help him assess his own unit.

For severe problems, use pictures and video with your letter to make it hard-hitting. Our NP transition team spent much of our year attempting to improve the standards of searches conducted at a major NP checkpoint. Whenever this checkpoint would see a U.S. vehicle or ISF command vehicle approaching, the checkpoint would execute "battle drill one" (react to coalition forces) and begin searches to standard and get in uniform. My team executive officer was able to capture on film this checkpoint waving vehicles through the search area with no searches. This filming occurred during an NP sniper-infiltration training event that provided eyewitnesses to the serious dereliction of duty and prompted



NP nonjudicial punishment (shaving of heads and jail time) for the *shurta* caught on film. It also improved standards at the checkpoint.

■ *If you have domestic help such as a laundry boy or house boy, pay them accordingly.*

Improving quality of life must always be weighed against force protection of your small outpost or camp. Our team was able to use a local repairman who was okay at fixing small things, such as leaks in a roof and broken doors, and was very skilled at air conditioner repair. (This repairman improved morale dramatically with his air conditioning skills.) Paying him not only ensured continued service, but also established another source of information on our FSF unit. (Warning: Electrical repairs are a particularly dangerous subject; we learned to trust only a few qualified team members to fix electrical problems after significant electrical fires.)

■ *Remember, the enemy is your primary concern. You will have to work out obtaining food and other creature comforts. If you have a vehicle, watch how and when it is to be used. Perform required maintenance. Watch for morning attacks along the roads that you use. Note: You may be able to obtain excess food from U.S. units operating in your AO.*

A logistics battle rhythm is crucial to keeping your team and your equipment mission-ready. Daily life on a small austere camp with an FSF brigade can become trying, and food is important to alleviate tension. You must balance how often you eat with your counterparts with how to get healthy food locally and from the closest U.S. forward operating base. Allocating time for these logistics functions will prevent maintenance problems and personnel fatigue. It will take time and the diligence of the entire team to hunt and acquire combat multipliers such as civilian Internet packages and gym equipment. Every unilateral patrol you take to a large forward operating base will increase risk and threat exposure and take time away from partnering with your FSF unit. Go local for supplies if you can; it is an opportunity for a combined patrol to gather atmospherics from local store owners and stimulate the local economy, and it allows you to roll with FSF platoons and observe them in action.

■ *Take a 35 mm camera. Take plenty of pictures of everything. Give pictures to children. You should be able to develop film on the local economy.*

Today, a good digital camera with video capability belongs in a pouch on your body armor, next to your first-aid kit and ammunition. Iraq is a modern country, but the ability to take a picture, print it on a color printer and hand it as a gift to either an ISF member or a group of children is invaluable. Developing relationships with the kids of Samarra was of benefit to the Iraqi NP—children can be as good a source of intelligence as any, especially when rewarded with the occasional piece of candy, a soccer ball or school supplies. There is danger that should not be ignored in interactions with kids: It is just as easy for an insurgent to use children against U.S. forces. Soldiers must be alert to the security issues that a swarm of children brings. Using members of the NP and putting their faces first mitigates risk, since they can detect signals from the kids as well as build trust and rapport between the NP and local children. This is also an excellent opportunity for your counterpart to talk to kids about locations of possible IEDs or what problems their parents talk about. The digital camera is an excellent tool to lead into COIN conversations and help the commander see for himself.

■ *You will have to hit the ground running in order to become the world's greatest expert on everything that is going on in your AO and within the unit.*

Get the after action reports (AARs) from the advisors and previous landowner units that have worked in your AO and with your FSF leader. In Iraq there are detailed biographies and storyboards on FSF leadership, and each Iraqi unit has a monthly operational readiness assessment (ORA) report written by an advisor or partner. The narrative portion of the monthly ORA is a gold mine of information for the assessment, history of action, and way ahead for these Iraqi units. The ORA narrative reports indicate if the FSF unit requires another transition team or if it simply needs a partner unit to continue good rapport and provide occasional coalition effects such as medical, EOD or fire support.

In order to hit the ground running, the most difficult task is putting the right leader in the role of advising or partnering. Most of us are accustomed to decide and act as part of a decision-making process, but the advisor is placed in the difficult position of observing and advising instead of commanding. Not everyone is suited to be an advisor. Leaders who have focused exclusively on kinetic operations on multiple deployments may not be able to overcome their preconceptions of FSF and may have deep-rooted hatred. "They are all insurgents," "I don't trust any of them," "I won't eat with them or shake their hands," and "I won't ever talk about my family with them" are all indicators that you may have a leader who will not make the mental shift to advising because of ghosts from the past.

This is not a leadership failure. Not every good soldier can excel as a recruiter or as an instructor. To become a recruiter or an instructor, there is an interview and vetting process to pick those who have the qualities to succeed. Picking advisors and leaders of partnering units also requires substantial scrutiny. Past practices of assigning a non-branch-qualified captain, who has never served in a staff position, as a transition team staff trainer can cause a loss of credibility. Putting the right person in the right position is the first step for success in advising. Leaders selected for the advisor position must be subject-matter experts in their assigned specialty as well as in advisor skills. Only when you have the right professional in the right position can he or she begin the research process and learn from the AARs and lessons learned. Resources such as the transition team best practices web site, the transition team handbook, and the Combat Studies Institute's global war on terrorism pa-

pers 18 and 19 are must-reads for the deploying advisor and BCT-A leadership.

■ *Learn all of the local holidays. In Vietnam, July 16 was celebrated as "victory over the French" day, and the U.S. forces didn't figure it out for years. You cannot grasp the significance of the holiday unless you are close to your counterpart. Watch the major holidays, whether it be Christmas, Tet, Ramadan or Ashura. The bad guys will capitalize on security forces letting their guard down. Lax security allowed a car bomb into the Saigon Brinks Hotel the day before Christmas in 1964.*

Advisors must keep coalition forces updated on the significance of these holidays and what happened last year during the holiday. The rotation of coalition units in theater impairs institutional "tribal knowledge" of the area. For the locals, it seems strange that the Americans don't remember what happened last year. Taking the time to listen to stories and ask the right questions of local leaders and of your counterpart can prevent stepping into the same minefield every year.

An Enduring Mission

The requirement to advise FSF is an enduring mission that must become institutionalized in leader education. Lessons revisited from our history of advising and partnering with FSF are exceedingly useful for anticipating challenges and requirements for future generations of transition teams and BCT-As. The greatest challenge of all may be institutionalizing advisor selection and education. Acceptance of the SFA mission requires not only a change in doctrine, but also in culture and in human resource management policy.

In late 2007, my military advisor class was told by a senior officer that we were the main effort and key to our national exit strategy. How could this be true if we were so poorly resourced? In the 1960s, the Military Assistance Training Advisor course was jokingly referred to as "mill around till ambushed." The chief problem in resourcing advisors and trainers is a personnel policy that works against our main effort. We grow up as junior officers wanting to be battalion commanders; anything that deviates from the prescribed path is not career enhancing. Branch managers today call advising a "soft" key and developmental position. The skills to advise and influence require a school to educate our conventional forces. Advising requires a spectrum replete with commanders, staff officers, comptrollers, military policemen and, most importantly, logisticians who can take on the challenge of building partner capacity and complete the security force assistance goals of our national strategy. Only by changing our personnel policy can we finally close the gap between what we say and what we do. Failure to close this gap will continue a legacy of policy injustice and prove toxic to retention, just as it did in our past. □

MAJ Mark D. Belinsky is a student at the Command and General Staff College, Fort Leavenworth, Kan. He served as a team chief of a national police transition team in Samarra, Iraq, in 2008.

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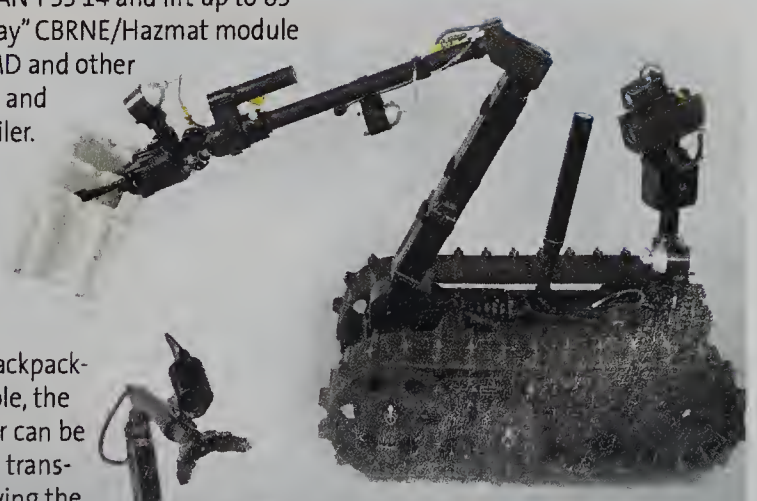
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The 'Greywolf Brigade,' 1st Cavalry Division

Iraq: End of

Text and Photographs By Dennis Steele
Senior Staff Writer

A cramped U.S. Army base called Scorpion, named for its creature inhabitants and the reason soldiers shake out their boots each morning, sits in the middle of a sprawling Iraqi army training base about 12 miles south of Mosul. Surrounded by a perimeter wall, the base

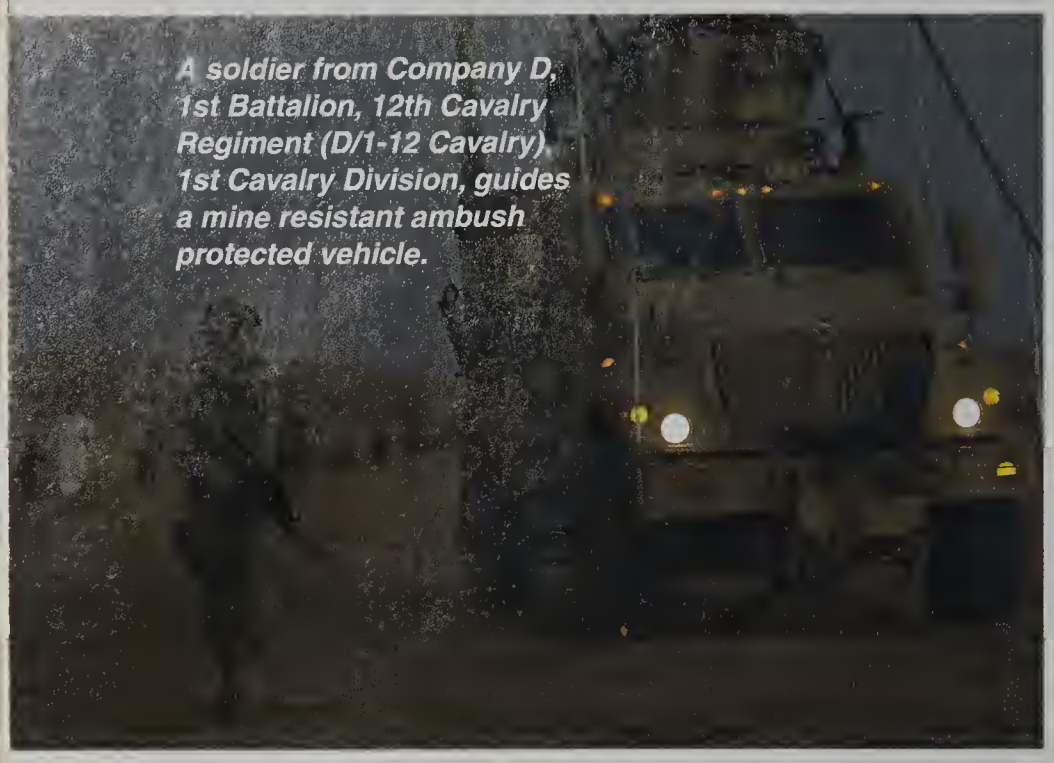
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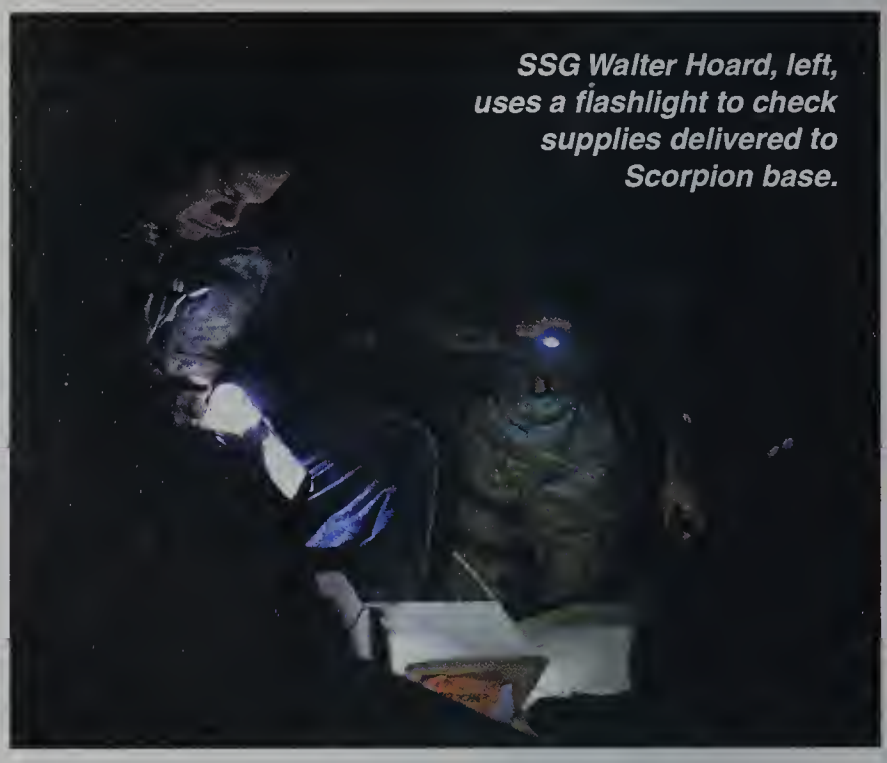
A guard keeps watch at the Scorpion base gate as a nighttime logistics package convoy approaches to deliver supplies.

consists of two barracks buildings with a mobile kitchen trailer parked in back. Its parking area is crammed hub to hub with mine resistant ambush protected (MRAP) vehicles, Humvees and various other pieces of equipment. Arrivals and departures require an exacting choreography akin to moving planes around an aircraft-carrier deck, and life there requires strong tolerance for the mundane existence of a cloistered living revolving around mission schedules, mealtimes, and late-night Internet and phone contact with home.

Scorpion, known by various designations over time—patrol base, combat outpost or joint security station—is nondescript (gray



A soldier from Company D, 1st Battalion, 12th Cavalry Regiment (D/1-12 Cavalry), 1st Cavalry Division, guides a mine resistant ambush protected vehicle.



SSG Walter Hoard, left, uses a flashlight to check supplies delivered to Scorpion base.





Above, D/1-12 Cavalry soldiers eat in the Scorpion base dining area. Below, soldiers at Scorpion watch a football game.

concrete, tan trucks and a coating of dust) and not unique. Over the years, many American bases in Iraq have shared its isolation and austerity. Situated near the town of Haman Alil, Scorpion is important because it is one of a diminishing number of small American forward bases in Iraq as agreements with the Iraqi government and changing missions have resulted in consolidation of American forces on larger camps outside Iraqi urban areas.

More than 115,000 American troops remain deployed for Operation Iraqi Freedom, a significant force requested by the U.S. commanders to maintain a strategic bulwark against turbulence that might follow the next Iraqi national elections, which are scheduled to take place this month. The political ground established by the last national elections was the foundation for escalating sectarian clashes, a result of the new balance of political power among major sectarian factions and which culminated with an American troop surge to help quell the violence at its height. Apprehensions persist of attacks to disrupt the election or to undermine security preceding it (and a rash of major bombings has recently occurred in Baghdad) or a new round of sectarian clashes following it, so American forces remain in place to support Iraqi security forces if requested. Meanwhile, U.S. units have filled in the gaps as allied nations reduced their forces and then withdrew altogether. For example, U.S. forces took over area responsibility in southern Iraq, principally around Basra, as British forces left.

American headquarters in Iraq were redesignated recently to reflect changes, both in terms of allied participation and the fact that Iraqi security forces are independent of the U.S. forces and in charge. Multi-National Force-Iraq is now U.S. Forces-Iraq, and Multi-National Division (MND)-North, MND-Center and MND-South are now U.S. Division (USD)-North, USD-Center and USD-South.

Currently, the U.S. order of battle in Iraq also is being

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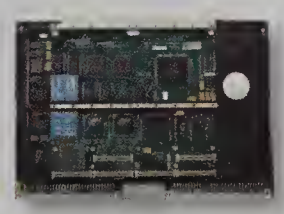
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Military police (MP) soldiers attached to D/1-12 Cavalry provide overwatch for a traffic control point.

SPC Stephen LaBadie stands in the gunner's hatch of a D/1-12 Cavalry vehicle while on patrol.



filled by brigade combat teams that are augmented for and focused toward the advise-and-assist mission, supporting and training Iraqi security forces. All American "combat" forces are to be withdrawn by the end of August under President Barack Obama's orders, with a residual force of some 35,000 to 50,000 U.S. troops remaining to conduct the support mission until American forces leave at the end of 2011 under current terms of a U.S.-Iraqi security agreement.

As 2009 drew to a close, Scorpion was home to Company D, 1st Battalion, 12th Cavalry Regiment (D/1-12 Cavalry), part of the 3rd Heavy Brigade Combat Team (HBCT), 1st Cavalry Division, known as the Greywolf Brigade. It was about to be replaced by a unit from the 3rd Infantry Division (Mechanized); the 3rd Infantry Division Headquarters had taken over responsibility as USD-North, and its brigades were deploying as advise-and-assist formations.

The roles and missions of outgoing 3rd HBCT units had been evolving throughout their deployment and made a seismic shift on June 30, when agreements called for Iraqi security forces to take the lead in all operations and for U.S. forces to leave Iraqi cities.

Throughout the cities, combat outposts—established as



SGT Aris Duncan, a 204th MP Company squad leader assigned to the D/1-12 Cavalry task force.

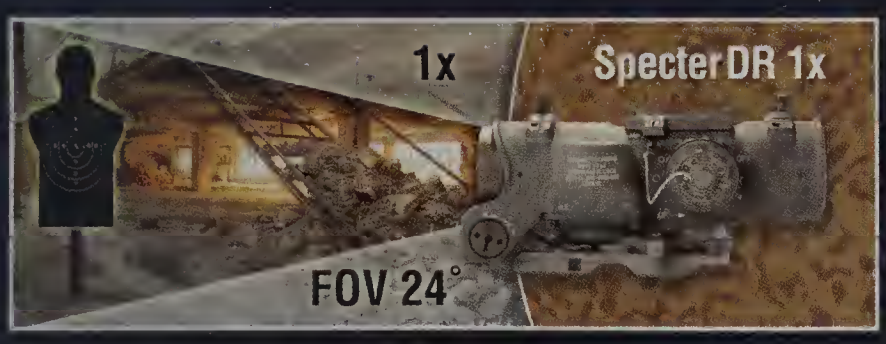


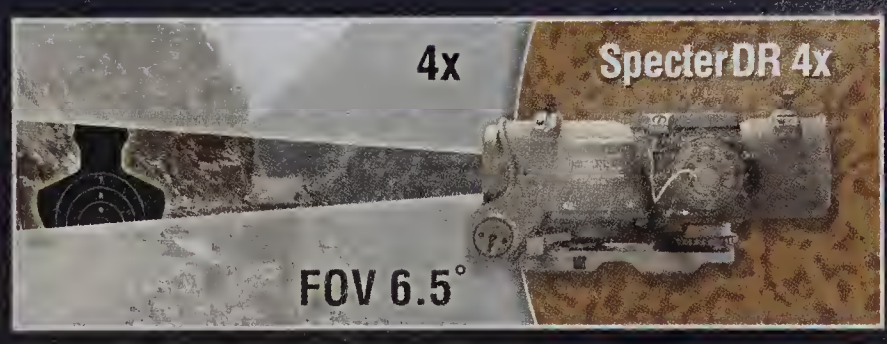
1LT Greg Gober, a platoon leader with the D/1-12 Cavalry task force.

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CPT Brian Panaro, D/1-12 Cavalry commander, talks with an Iraqi policeman and store owners during a market check near Scorpion base.

a mainstay of the surge "clear and hold" strategy—were dismantled. Various local interpretations (and degrees of friction) concerning the Americans' role followed as the new security working environment found footing. Many U.S. units were effectively restricted to waiting for a call from Iraqi security forces, and a call never came.

Some units were given a more active cooperative operational role, especially in northern Iraq, where many surviving hardcore insurgent cells displaced by the surge had fled (chiefly al Qaeda in Iraq and its factions and disparate Sunni insurgent groups), bringing escalated violence to areas already experiencing a high level of strife. Subsequently, a series of U.S.-Iraqi operations were launched to capture, destroy or disrupt the insurgents, which crippled several organized cells and forced others to go to ground.



CPL Brandy Brewer, 204th MP Company, directs traffic on the main road linking Scorpion base and Mosul.

Violent acts still occur in Iraq, and U.S. troops remain in danger, but American casualties in Iraq have decreased significantly, and Iraqi security forces have taken the lead for maintaining security, which was the long-term goal of the Coalition effort all along. At Scorpion, soldiers adapted to the new operating conditions and missions.

"Initially, our mission was to interdict [insurgent] supplies going into Mosul," explained CPT Brian Panaro, the D/1-12 Cavalry commander. It was a high-operational-tempo mission that kept his soldiers outside the wire to establish traffic-control points on roads leading to Mosul and screen lines to



A D/1-12 Cavalry soldier watches a section of the perimeter as his platoon visits an outlying village.

watch open ground; they even interdicted boats travelling on the Tigris River. Tasks included intelligence gathering and then conducting raids when the intelligence was good. One Company D raid captured the number-two person on the regional most-wanted list, breaking up a vehicle-borne improvised explosive device (IED) cell that had plagued Mosul.

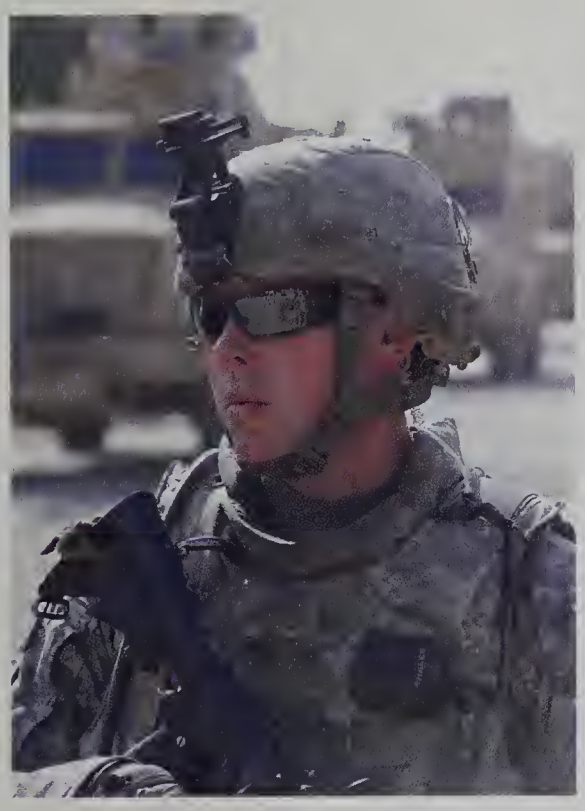
The low point was the day last May when an Iraqi army soldier, an instructor at the surrounding base, approached the gate at Scorpion, shooting soldiers guarding the gate and barging into the base's parking area, firing at troops working there. He killed two American soldiers and wounded three others in the moments before he was gunned down.

After June, Iraqi forces assumed the primary interdiction mission, and Company D soldiers operated under the new agreements, conducting joint operations and patrols and concentrating effort on counterinsurgency-related operations such as initiating reconstruction projects, rapport building and providing humanitarian assistance to Iraqi civilians in the surrounding area.

The unit's most mundane mission —which could prove to be its greatest contribution, considering the second- and third-order effects—was checking fuel quality at the nearby Iraqi oil distribution center. It may not seem like much at first blush, but the inspections addressed, and eventually cleared up, several major problems.

Mosul and the surrounding region receive fuel by truck. Tanker convoys travel from the south and must stop at the distribution center to have the loads measured to ensure they arrive with the same amount of fuel in the tanks as when they started. Fuel had a habit of getting lost on the way to its destination. After the tankers started being measured, the problem was that fuel was still getting lost, but the volume was being made to look right by dumping cheaper (and inferior) chemicals into tanks to make up for fuel that had been stolen for eventual sale on the black market.

The effect was felt on multiple lev-



SSG Billy Watts, a squad leader in the D/1-12 Cavalry task force.

A truck driver draws a fuel sample at the oil distribution center.





SSG Kirk Fuller tests a fuel sample at the oil distribution center.

Left, SSG Ronny Quinn distributes heaters and blankets during a D/1-12 Cavalry humanitarian mission to an outlying village. Below, soldiers from Company B, 3rd Battalion, 8th Cavalry Regiment (B/3-8 Cavalry), conduct a patrol in Mosul to familiarize their replacements from the 1st Battalion, 9th Field Artillery Regiment, 3rd Infantry Division (Mechanized), with their area of responsibility.





els. Citizens who bought fuel through the standard market were cheated; their cars conked out, and it further undercut their faith in the government to provide the simplest of services and protection. They not only blamed Baghdad officials, but also leveled some of that blame at American forces, which tend to get part of *all* blame, warranted or not. Also, profits derived from black-market fuel were used to fund insurgent groups.

When Company D started checking the fuel quality of every truck, using the same handheld chemical identification devices used by explosive ordnance disposal teams, the problem cleared up quickly as word got around. Citizens started receiving decent fuel, and insurgents lost one of their primary revenue sources, a loss that can only be estimated in the millions of dollars.

During the year at Scorpion, the overall situation in the company's area of responsibility improved. "When I got here, the biggest challenge was the proficiency of the Iraqi police [IP]. There was no investigation, no follow-up, on an attack," CPT Panaro said. "But one of the biggest things I'm proud of now is the improvement in the IPs. The cooperation and partnership level is up tenfold. When I first took over, it was a struggle to get anything from them, but now they call me instead of the other way around." He noted that the security situation has improved so much that he no longer hears the usual security complaints.

CPT Panaro said the other major challenge concerned the local population: "Changing their perceptions of who we were ... took time; the first couple of months were difficult. We did a few [reconstruction] projects and gave out some micro grants, and they started coming around. They don't give us dirty looks anymore."

Still, Iraqis ask for services and improvements that the Americans can't give them—things that the Iraqi government will have to provide or they will need to provide for themselves. "We can only push the rope out so far; they have to pull it," CPT Panaro said.

Final Days, Final Hours

One must give credit to the soldiers of Company B, 3rd Battalion, 8th Cavalry Regiment (B/3-8 Cavalry). They were working right up to the last tick on the transfer-of-authority (TOA) clock—the packing up, loading on the plane, leaving Iraq in one piece, going home clock. And it was round in the chamber, going outside the wire kind of work, rolling into the center of Mosul; it wasn't the inventorying, cleaning weapons, staying out of the first sergeant's direct line of sight work they were doing between missions.

Part of the 1st Cavalry Division's 3rd HBCT and operating from Camp Marez on the far fringe of Mosul, the company had been on the city's streets for a year—the worst parts of Mosul, routes that at times were practically a guaranteed IED incident and neighborhoods where ambushes erupted suddenly if not unexpectedly.

During the first part of the company's deployment, Mosul had been one of the most violence-prone areas in Iraq, as insurgents and zealots driven north from Baghdad by surge operations were running scared or in the throes of making a last stand, both acts of desperation and, therefore, dangerous.

The B/3-8 Cavalry commander, CPT Shane Aguero, visited Iraqi federal police brigade headquarters to coordinate



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2LT Marcus Harness, a B/3-8 Cavalry platoon leader, points out a route to an Iraqi federal police officer.



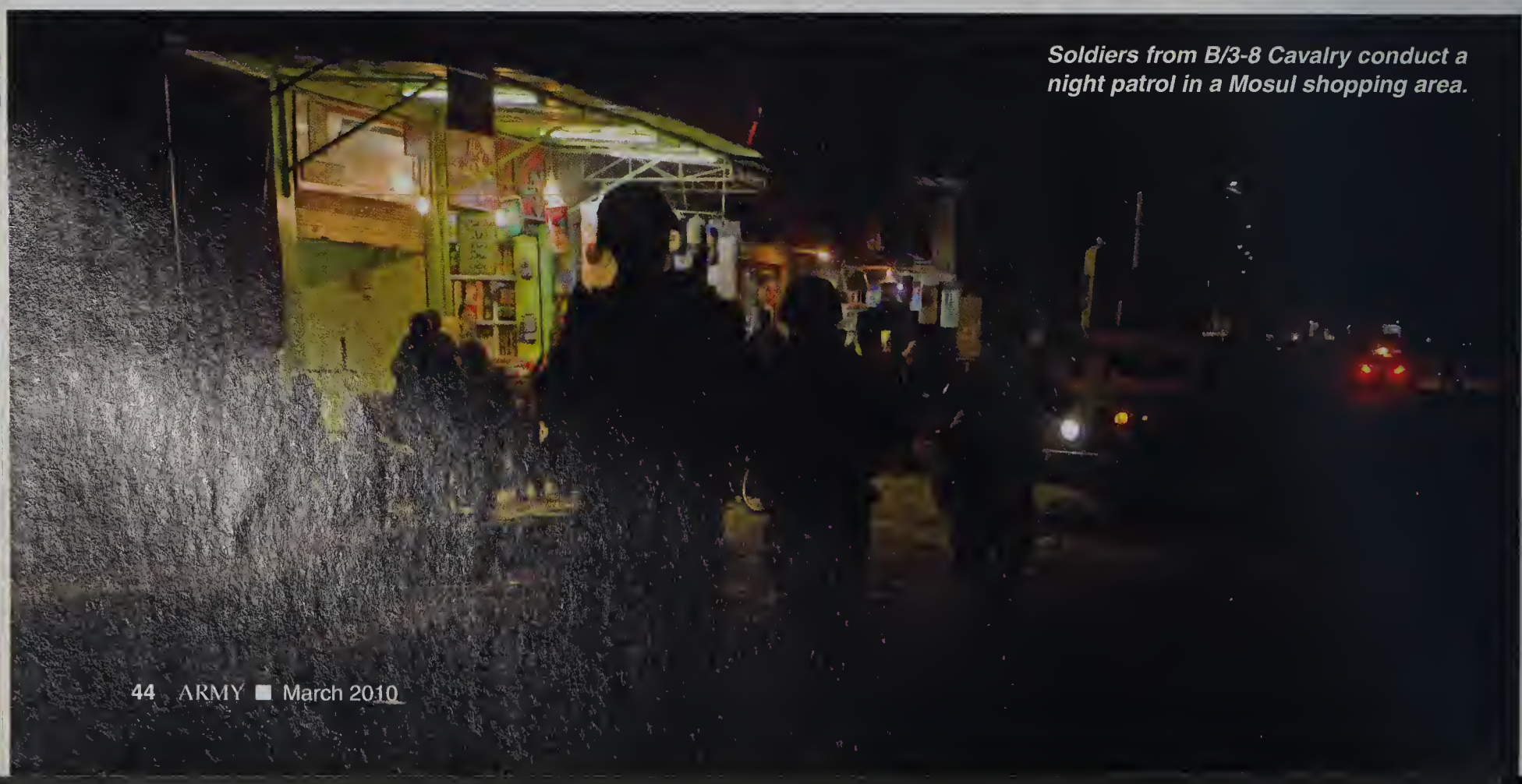
SFC Gregory Hererra, a B/3-8 Cavalry platoon sergeant, watches street activity in Mosul as his platoon makes a stop.



the missions and show his replacement the ropes of gaining cooperation under the post-June 30 restrictions on U.S. presence and activity in Iraqi cities—in a nutshell, not much presence, not much activity and never without Iraqi forces alongside.

Company B's missions in the last hours before TOA were not really presence patrols; they were reconstruction related, providing security for Civil Affairs teams conducting surveys inside the city. Whether a security mission or patrol doesn't make much difference, however—soldiers can see what's going on in town whatever the mission is called.

Working with Iraqis in the lead requires a good measure of patience. It takes time, sometimes hours, to make a linkup and get on the road. Sometimes it doesn't happen at all. The Iraqis can shut down an American mission for having one too many vehicles or for having one too few—any reason they choose or no reason whatsoever.



Soldiers from B/3-8 Cavalry conduct a night patrol in a Mosul shopping area.

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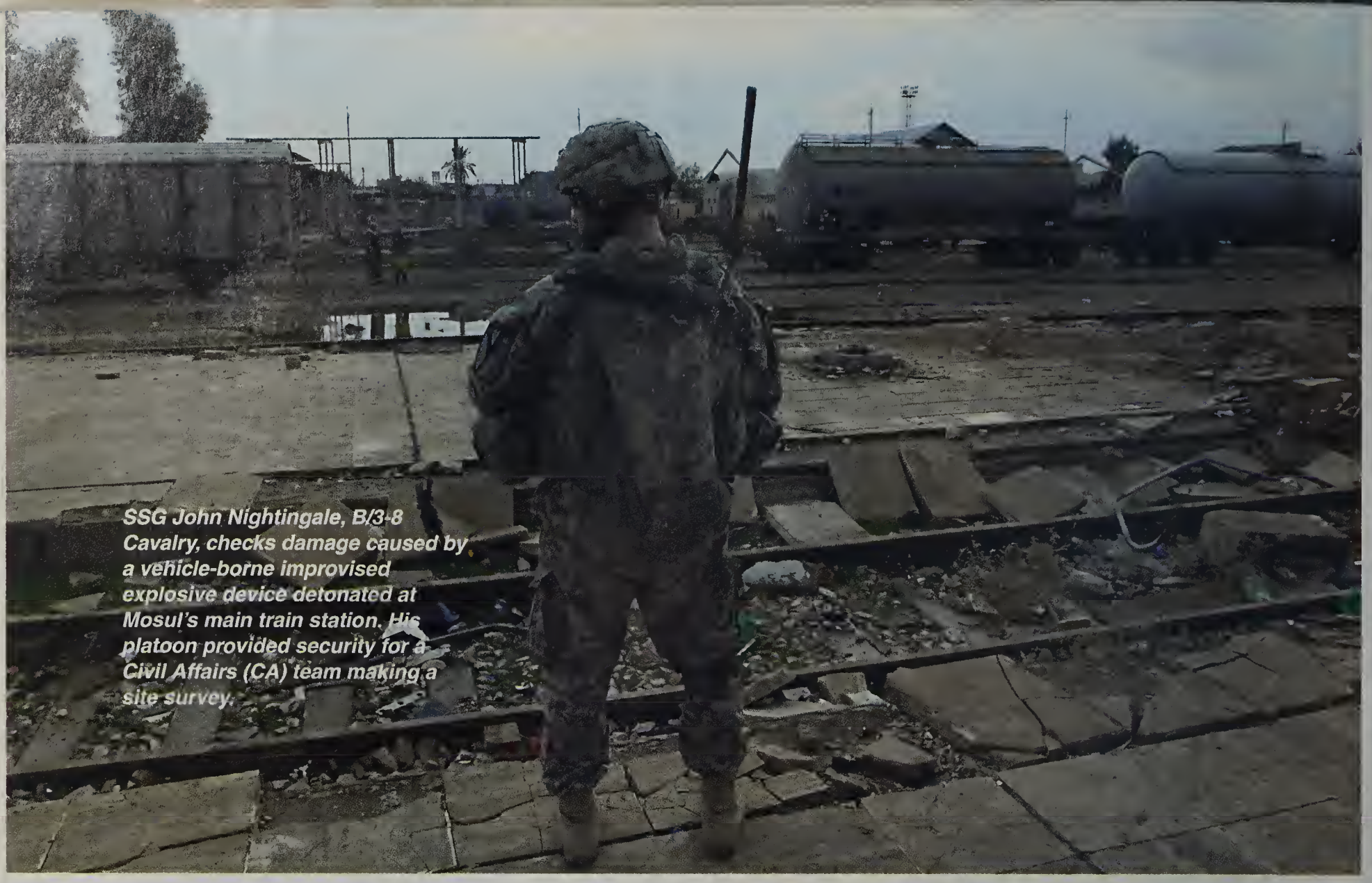


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SSG John Nightingale, B/3-8 Cavalry, checks damage caused by a vehicle-borne improvised explosive device detonated at Mosul's main train station. His platoon provided security for a Civil Affairs (CA) team making a site survey.

2LT Harness finds coordinates on a map before leading a patrol into Mosul.



The burst of final patrols wasn't bravado. Besides supporting Civil Affairs efforts, the missions gave Company B's ride-along replacements some measure of familiarization with the area, showing them as much as possible the routes, layout, nuances and dangers before they assumed responsibility and giving them a better chance to stay alive.

Back at the B/3-8 Cavalry command post, CPT Aguero said, "The difficult part of a TOA is trying to give them a year's worth of knowledge without being a know-it-all and obnoxious, and without insulting their intelligence."



SSG Nightingale stands at the edge of a river of sewage in Mosul as a CA team assesses what can be done to help.

This deployment marked CPT Aguero's third Iraq tour. On the first, he served as a platoon leader in Baghdad's Sadr City section; on the second, he served with the reconciliation program; this time, he served as a counterterrorism-targeting staff officer first, then shifted to take company command.

"I've seen it at every level—platoon to echelons above corps. Individually, each is a valid view, but each is a scaled view. At the platoon level, you have the same view as at the theater level, but in microcosm. Nobody has a wrong view of the war, but nobody should view one thing as the whole," he said. "Week to week, you may not see it: It's only at the end of a tour that you can see how each rotation has changed overall security."

His assessment of the security situation in Mosul at the end of his tour was that the major insurgent cells were pretty

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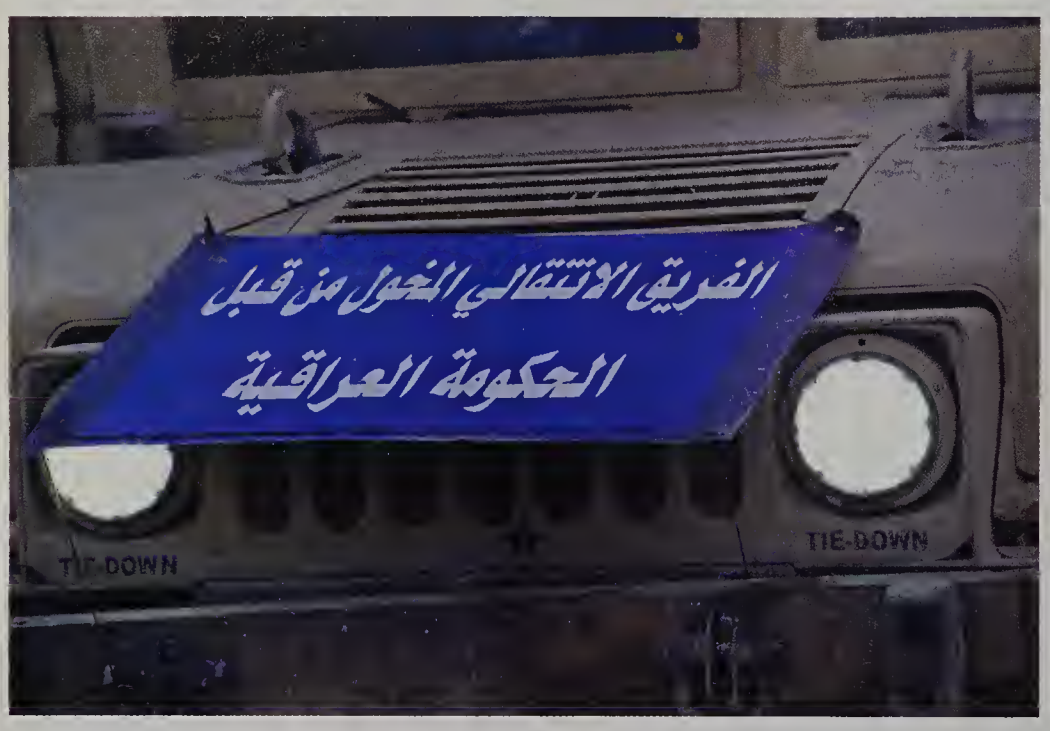
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An Iraqi federal police officer voices concerns to an interpreter as soldiers from B/3-8 Cavalry conduct a joint patrol in Mosul.



The sign on an American Humvee reads "assistance team authorized by the Iraqi government" to identify it for movement inside Mosul.



B/3-8 Cavalry commander CPT Shane Aguero coordinates a mission with an Iraqi federal police officer as required; U.S. soldiers must be accompanied by Iraqi soldiers or police.

much whipped or had shed the mantle of freedom fighters and degenerated to their true core—criminals and thugs. The problem as he sees it now is to get regular crime under control.

"Mosul is a crime-ridden city like ... Rio de Janeiro. The [insurgency] situation is not what it was a year ago. AQI [al Qaeda in Iraq] is not dead, but it is bleeding on the ground and losing the will to live," CPT Aguero observed. "AQI is hurting. The trigger-pullers are still around, the low-level dudes. The big AQI guys have been skimming off the top of their own funds, so there have been a lot of rotations in leadership."

He noted that the insurgents' main asset is their mobility on foot inside



SSG Tim Jalbert, a B/3-8 Cavalry squad leader, in Mosul.

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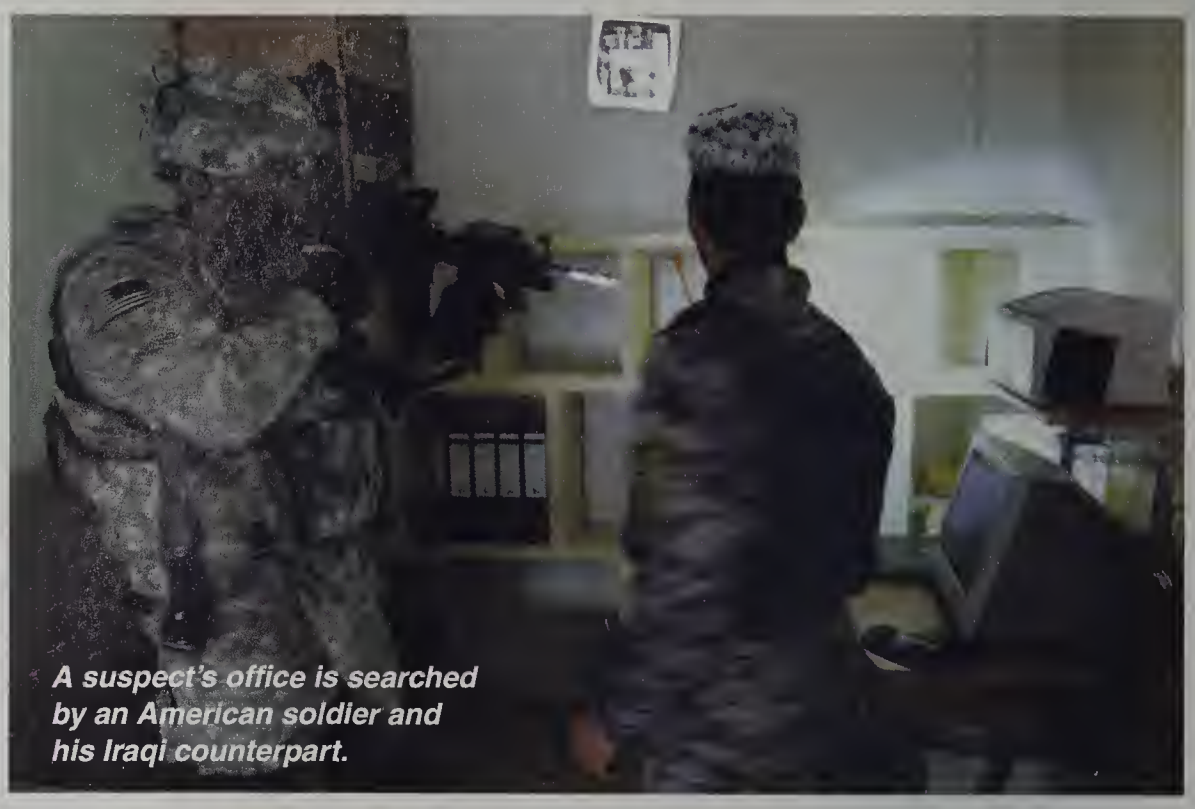
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2LT Harness on patrol.



A suspect's office is searched by an American soldier and his Iraqi counterpart.



SSG Trevor Hall, B/3-8 Cavalry.

the old town neighborhoods, with "cellularity"—the ability to break into smaller and smaller cells for survival—their second asset. "But the result is a cell of three or four jihadists with 8,000 dinar and an AK. They have to rob stores, steal money, for attacks," he explained.

On the other hand, CPT Aguero said the Iraqi security forces "have come a long way this year." Military transition training teams have been successful in teaching planning and coordination, and American units aligned with Iraqi units have been successful in teaching them how to successfully execute plans.

"They get it," CPT Aguero said. "They have come a long way in becoming an actual army."

Helping Them Reach The Next Level

LTC Loren Schriner, commander of the 3rd HBCT's 215th Brigade Support Battalion and responsible for supplying and maintaining the brigade combat team, had a second job during the brigade's deployment. He mentored and assisted the 2nd Iraqi Army (IA) Division and 3rd IA Division logisticians toward achieving a modern logistics system. The downside was the commute: The more distant IA division headquarters was situated more than two hours away by MRAP, and he made a trip to visit one or the other division about twice a week.



SPC Emily Laird, a medic assigned to Company C, 215th Brigade Support Battalion (C/215 BSB), instructs Iraqi policemen during combat lifesaver training at Camp Marez outside Mosul.



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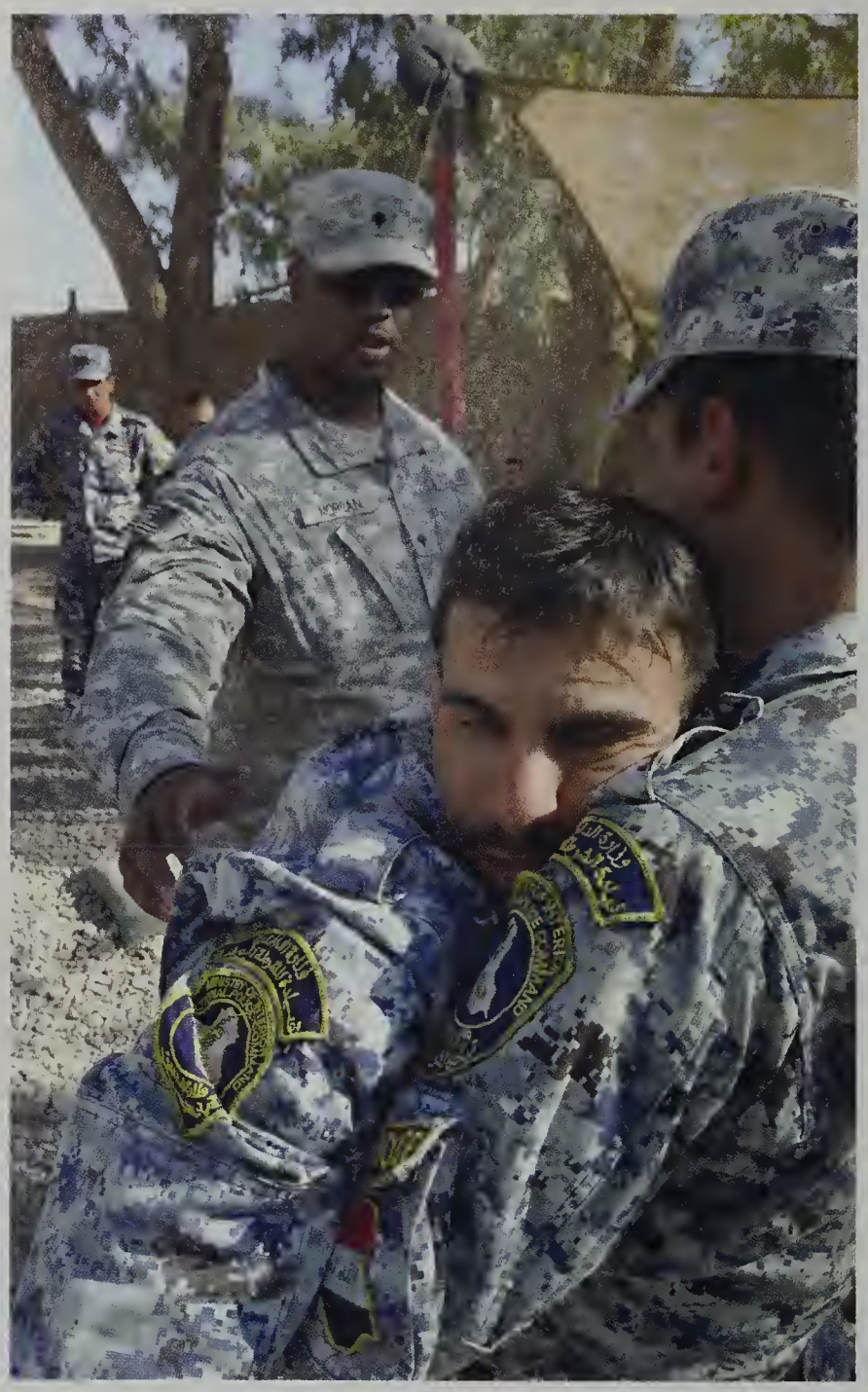
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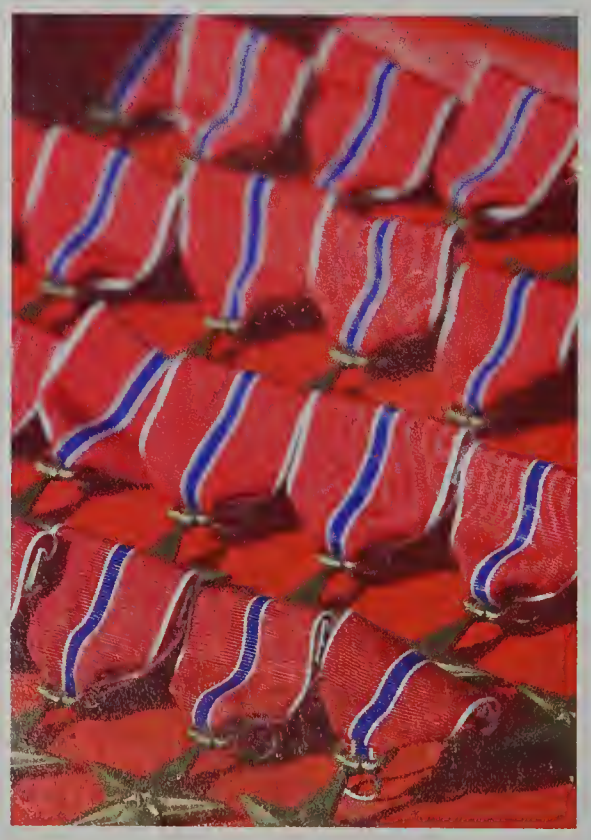
SPC Gregory Morgan, a C/215 BSB medic, corrects a casualty-carry position during combat lifesaver training for Iraqi policemen.

"This is my third rotation to Iraq, and the thing that is different this time is steady improvement of the IA. This rotation, they have gone from night to day," he said. "Think about what we in the U.S. Army take for granted, such as using the Internet to order parts. Well, the IA is doing that now, and that's a major step."

LTC Schriner explained that the IA divisions have established a "full-circle logistics system," which in oversimplified terms means that a unit orders a part, the order is accepted and processed by the various levels of the system, and the part gets to the unit to complete the circle. "They don't use an American solution; it's their system, and we just help them fix it," he said. "That's been unique during our rotation."

It is a significantly different environment from his last deployment. "During 2006–07, I was giving them food, water and fuel and fixing their vehicles for them," he said. "I have not given them a gallon of gas or a single repair part in the past 11 months."

The thing the Iraqi army needs now is what it has needed most all along, according to LTC Schriner: "Time."



Rows of Bronze Star Medals laid out for an award ceremony as the 1st Cavalry Division's 3rd Heavy Brigade Combat Team (HBCT) prepares to transfer authority and leave Iraq.

Guarded Optimism for the Future

Painted on a wall of the brigade command group offices at Camp Marez, a large yellow-and-black rendition of the 1st Cavalry Division patch remained, but the portable decorations had been removed and packed for shipment back to the 3rd HBCT's home at Fort Hood, Texas. Transfer of authority to the incoming 2nd HBCT, 3rd Infantry Division (Mechanized), would take place soon, and the 1st Cavalry patch would remain visible only until enough blue and white paint was unpacked to cover it with the Marne patch.

Unit decorations are temporary, but accomplishments are not. The Greywolf Brigade would leave a lasting effect on Mosul and Ninawa Province, a chunk of territory the size of West Virginia in northern Iraq and the 3rd HBCT's area of responsibility for the previous year.

"When we came in, the fight to defeat al Qaeda in Iraq and violent extremists in Mosul was still ongoing," said COL Gary Volesky, the 3rd HBCT commander. "We got in on the 19th of January, so our focus was on setting conditions for the provincial elections that were going to occur on the 31st. After the elections, which went very well, we focused on clearing Mosul. What was different was the methodology we used: Isolation of the neighborhoods; clearing the neighborhoods with the Iraqis in the lead; going in behind it with the humanitarian assistance drop; and then hiring military-age males in that neighborhood to do a project and get them out of the AQI recruiting line because they didn't have any money to feed their fami-



COL Gary Volesky, 3rd HBCT commander, gives the reenlistment oath to 3/8 Cavalry soldiers during a ceremony in Iraq.

lies." Approximately 9,000 Mosul citizens would be employed on reconstruction projects over the next six months.

"That gained a lot of momentum as we started to put some economic recovery and quality-of-life improvements into the city as well as working with our counterparts in a clear, hold and build strategy. Mosul had been cleared a number of times, but what we didn't have was the force to hold the gains," COL Volesky explained.

"When we got here, there were a lot of insurgents driving to work out of the support zones—what we call the belts around Mosul—where they were able to store lethal aid and come into the city, conduct attacks and drive back. We established a big presence, working with our counterparts, in the support zones [to stop it]," he added.

The U.S.-Iraqi security framework gave Iraq sovereignty after June 30 along with responsibility for its own security, and the 3rd HBCT made the transition from directing operations to supporting operations.

"It was not a significant change because we always wanted the Iraqis to be in front of us," COL Volesky said. "So on July 1, we focused on enabler support—aircraft, military working dogs, explosive ordnance disposal assets and the like. When Iraqi forces took over Mosul, many people thought—as they had during the provincial elections—that it wouldn't go well. It did. A lot of people thought we'd have to run back in after June 30. We haven't. There have been a number of attacks in Mosul since then, and the Iraqi security forces have not asked us to come back and help them."

With Iraqi forces handling Mosul's security, the situation freed greater numbers of U.S. troops to expand operations in the countryside and use the same tactics that had worked in the city, expanding services and providing better security to villages throughout the province.

"We've continued to reach out with quality-of-life and essential-services improvements, and the result we've seen is that the insurgents have to move farther and farther away from Mosul to maintain freedom of movement," COL Volesky noted.

"AQI is disorganized now," he said. "They're trying to figure out how to get themselves back together because they are completely disrupted. Now we can target those lines of effort, like financing, that we were never able to get at because we were always fighting the insurgents. Now that they are disrupted, we are able to find where they are getting money. If you can strangle the money line, they can't operate. So now AQI has resorted to intimidation, assassination and extortion of big business to raise money, and that is turning the population against the insurgency and giving more and more credibility to the Iraqi security forces."

COL Volesky said the major challenge now centers on improving Arab-Kurd relations and resolving some of their major differences, something that is essential for the northern part of the country, directly, and all of Iraq as a nation. "This can't be solved at the local level. It can't be solved at the provincial level. This is a national-level issue that has to be solved," he said.

"Nevertheless, I am cautiously optimistic," COL Volesky added. "The people here are better off today than when we arrived. Recovery is ongoing. Streets are being paved. Schools are being renovated. Trash is getting picked up in the city now. We are working on electrical projects and water projects. The stepping stones for Mosul are being climbed. The province is better because today the people are starting to see the benefits of tying into the provincial government. I am cautiously optimistic that the pieces are being put in place." ★

U.S. Army Aids Earthquake-Ravaged Haiti



DoD/Fred W. Baker III

Within two weeks of the 7.0-magnitude earthquake that struck the Caribbean island nation of Haiti on January 12, elements from the active Army, Army National Guard and Army Reserve were dedicated to the relief mission—called Operation Unified Response. More than 17,000 U.S. military personnel were headquartered in and around Haiti's capital city of Port-au-Prince.

The XVIII Airborne Corps Headquarters deployed a liaison team to U.S. Southern Command on January 13 to help plan the relief effort. A team from the Army's Military Surface Deployment and Distribution Command, Fort Eustis, Va., arrived in Haiti the next day. U.S. Army South's 470th Military Intelligence Brigade deployed teams to assist in relief and sustainment support. Paratroopers from 1st Squadron, 73rd Cavalry Regiment, 82nd Airborne Division, deployed January 14 and were among the first soldiers on the ground to help establish security and distribute food and water. The 1st

USAF/TSgt. James L. Harper



U.S. Army/SFC Kelly Jo Bridgwater

Above, the January 12, 7.0-magnitude earthquake reduced houses in Port-au-Prince, capital of the Caribbean island nation of Haiti, to rubble. Left, landing craft utility vessel* Aldie*, loaded with a water purification unit and Army lift vehicles, docks January 16, in Port-au-Prince. Below, soldiers in Port-au-Prince load water and humanitarian supplies onto an MH-60S Seahawk helicopter for distribution.

EARTHQUAKE RELIEF HAITI

U.S.ARMY



U.S. Navy/MC3 Erin Obelholtzer



USAF/SSgt. Chad Chisholm

Above, soldiers from 82nd Airborne Division, Fort Bragg, N.C., assigned to assist Haitian relief efforts, arrive in Port-au-Prince. Below, workers from 3/405th Army Field Support Brigade, Camp Darby, Italy, load shipments of humanitarian aid supplies, including water bladders and purification units, for transport to Haiti.



U.S. Army/Chiara Mattirolo

Squadron, 73rd Cavalry Regiment, established a staging area near a golf course southeast of the capital city; in one day, they handed out more than 15,000 bottles of water and 4,000 meals ready to eat. Some 3,000 paratroopers from the 2nd Brigade Combat Team, 82nd Airborne Division, distributed food and water and enforced security.

The 1st Battalion, 325th Airborne Infantry Regiment, landed on the lawn of the devastated presidential palace, one of the few safe landing areas in Port-au-Prince, and secured the hospital about five minutes away.

The 478th Civil Affairs Battalion, which includes Creole-speaking soldiers trained in foreign humanitarian-assistance operations, provided a critical link to local civil authorities. The Miami-based team is part of the U.S. Army Reserve Civil Affairs and Psychological Operations Command (Airborne).

Three landing craft utility vessels (LCUs) from the 97th Transportation Company (Heavy Boat), part of the 7th Sustainment Brigade, 3rd Sustainment Command (Expeditionary), from Fort Eustis, diverted from a training mission off Florida to join the relief effort. The LCUs provided heavy-lift vehicles



CPT Mark Poirier, a medical officer with 1st Squadron, 73rd Cavalry Regiment, 82nd Airborne Division, examines a baby brought to the squadron's forward operating base in Port-au-Prince.

DoD/Fred W. Baker III



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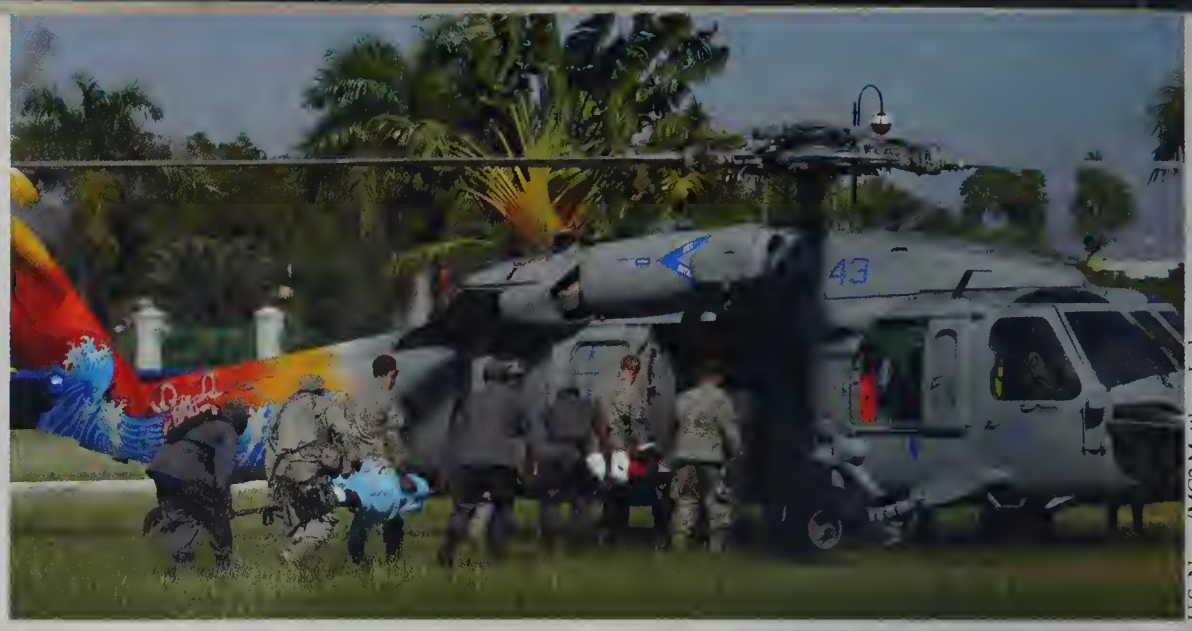
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Right, U.S. Army and Haitian soldiers load patients aboard an MH-60S Knighthawk helicopter for transport to the USNS Comfort, *a hospital ship anchored off Port-au-Prince. Below (left), CPT Jon Hartsock, 1st Squadron, 73rd Cavalry Regiment, 82nd Airborne Division, oversees food and water distribution in Port-au-Prince. Below (right), SSG Junior Florestal, a native of Haiti with the 82nd Airborne Division, offers a drink of water to a woman at the squadron's medic station.*



U.S. Navy/MC3 Matthew Jackson



DoD/Fred W. Baker III



DoD/Fred W. Baker III

and a water-purification unit from the 49th Quartermaster Group at Fort Lee, Va., to assist in port-opening operations in Port-au-Prince. A tug with barge derrick crane from the 7th Sustainment Brigade was also diverted from training to help in Haiti, and a logistics support vessel was scheduled to deliver supplies.

The 244th Aviation Brigade, headquartered at Fort Dix, N.J., deployed 300 soldiers, nine CH-47 Chinook helicopters and four UH-60 Black Hawks to distribute supplies. The 196th Transportation Company, 143rd Expeditionary Sustainment Command, an Army Reserve unit from Orlando, Fla., transported some 300,000 pounds of food aid to Miami for shipment to Haiti. The Army Reserve had called upon aviation, water purification, port operations and medical capabilities to support the operation, and it mobilized boat units capable of landing supplies on unimproved beaches.

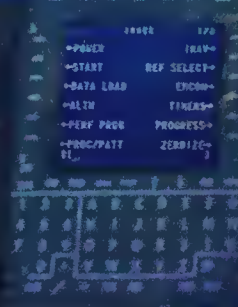
As of late January, three UH-60 Black Hawk helicopters and 13 personnel of the Puerto Rico Army National Guard were airlifting water and rescue equipment, evacuating casualties and moving personnel in Haiti. Additional Army National Guard assets, including an aviation company, were prepared to deploy if needed. ★



DoD/Fred W. Baker III

SPC Brent Nailor, 1st Squadron, 73rd Cavalry Regiment, 82nd Airborne Division, distributes prepared meals. A tent camp near the squadron's forward operating base sheltered thousands of earthquake survivors.

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What's Going On In Basic Training?

By LTG Mark Hertling

The staff sergeant was shaking his head as he walked toward me from across the company orderly room. "Sir," he said, exasperated, "I just met the four new privates coming to my platoon. Their eyes are as big as grapefruits, they look nervous as all get-out, and I bet none of them will score higher than 250 on the PT test tomorrow, which will blow the company average. Who knows how they'll do on the range next week."



U.S. Army

Student soldiers carrying M16 rifles in stacked position at the side of a building prepare for building entry and clearing while an instructor gives advice.

Sound familiar? I'd say that's because comments like these are a recurring refrain from any noncommissioned officer (NCO) who just received new soldiers from the training base. In fact, what I described actually happened to me when I was a company commander in 1981. (At least one of those "newbies" recently retired as a command sergeant major!)

Transforming a civilian into a soldier in the short period of time available during initial entry training (IET) is a tough mission, especially given the unique skills, attributes and values we need our soldiers to possess for the current operating environment. But every day, drill sergeants and advanced individual training (AIT) platoon sergeants—those individuals who walk the trail in what has to be the toughest job in our Army—make miracles happen, training more than 35,000 trainees in the basics that our team leaders, NCOs and junior officers will further refine for specific missions once these young soldiers reach their first unit of assignment.

But what's going on in basic combat training? Before outlining some of the things happening in all IET, it might be best to describe the kind of new recruit we're seeing and how we're trying to incorporate the lessons learned from continuous conflict in two separate theaters with the needs of the operational force.

The Millennial Generation

To best understand why we're making some changes, it's important to first know about our newest generation of soldiers. The 18- to 22-year-olds who make up the majority of our trainees are an interesting lot. Like every generation, they have unique characteristics, significant strengths and some weaknesses.

The bulk of our recruits were in elementary school when the World Trade Center buildings were hit by terrorists. They willingly joined an Army that has been continuously at war through their teens; they knew we wanted them as a result of the "Army of One" and "Army Strong" advertising campaigns.

These new recruits communicate—and recreate—differently from previous generations as a result of the technology that is omnipresent in our society. They question orders as American soldiers have always done, but sociologists tell us that they do so not because they are being confrontational, but because they are interested in improving the outcome. They form teams to solve problems in different ways, probably due to the way they use technology to communicate.

The majority of our new soldiers have played with a Wii or PlayStation, but they've never fired a weapon. While some have played organized sports, most report a lack of physical exercise regimen, and few have ever been in a serious physical confrontation such as a fistfight. They have likely come from a single-parent or divorced household, and only a minority report that they have ever been part of a formal team, club or group.

Consistent with economic indicators, these men and women join the Army for financial reasons. In a recent survey, 57 percent reported that they joined to "provide for themselves or their families" or to "build the foundation for a civilian career (for example, earn money for college/learn a useful skill)." Drill sergeants report these "paycheck" soldiers are among the most motivated throughout the training cycle. They are less likely to quit because they fear the financial repercussions, and they are proud of themselves for providing for their families.

Some—21 percent—joined the Army "to be challenged/make something of themselves," and the third-largest group reported that they joined "for patriotic reasons/because they want to be a soldier." In stark contrast to stereotypes about the millennial generation and unflattering media images of those filling our ranks, these newest soldiers have something in common: Most of them are responsible young men and women seeking a test or trial that will change their lives.

From what I have observed, these are the smartest soldiers we have had in 30 years. They pick up concepts, understand culture, find information and apply it quickly (when given the chance and the mentoring), and "team" better than any group I have ever seen.

LTG Mark Hertling is the deputy commanding general, Initial Military Training, U.S. Army Training and Doctrine Command. He served as the commander of Multinational Division-North and the 1st Armored Division during Operation Iraqi Freedom from 2007–09.



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SFC Gabriel Lopez, a drill sergeant with Company F, 2nd Battalion, 39th Infantry Regiment, makes sure all soldiers are accounted for during the company's march to the bayonet assault course at Fort Jackson, S.C.

Suzanne Kappler/*Fort Jackson Leader*

On the downside, however, most of our trainees arrive at basic combat training (BCT) or one-station unit training (OSUT) in the poorest physical shape we have ever seen among "draft-aged youth." This is not because of poor recruiting; our friends in Recruiting Command are getting some of the very best from our society. This trend is a direct result of the current abysmal physical conditioning and nutrition habits of Americans in general; our soldiers simply represent the society from which they come.

A study on our arrival statistics completed at one of our Army training centers mirrors the shape of our society. At that site, about 20 percent of arriving males and 5 percent of arriving females were obese. Another trend also shows some disturbing facts: In 2000, about 4 percent of males and 12 percent of females could not pass the 1-1-1 diagnostic test (one minute of push-ups, one minute of sit-ups, and a 1-mile run). By 2006, these numbers had grown to about 22 percent of males and 40 percent of females, using the same standards.

The increased body weight and poor conditioning also result in greater injuries during initial training. Femoral neck stress fractures—a very serious injury—were rare in 1998, with only three occurrences for males and six for females in an entire year at one of our training sites. By 2008, there were 30 males and 49 females who had experienced this malady at the same site.

We are also seeing recruits from a society that is increasingly removed from the values and standards of discipline that we claim as an important part of our professional ethos. While our trainees will learn to recite the seven Army Values, the Soldier's Creed and the Warrior Ethos soon after arriving, we realize that the complete inculcation of these values and elements of character requires better shared definitions of these cultural norms and a lifetime of experience in the profession of arms.

These positive and negative characteristics, statistics, and trends are causing us to take a different approach to how (and what) we teach; the ways we begin the inculcation of values and emphasize discipline; and the way we conduct a physical-training program that will help soldiers reach higher readiness levels while minimizing the risk of injuries as they prepare to join their operational units.

Lessons from Combat and the Operational Force

In more than eight years of continuous combat, we have relearned what we must emphasize in training. Considering the unique type of conflict we're in (and which we'll be in for the foreseeable future), we have also discovered new tasks that some of our soldiers need for survival on the battlefield as well as what they will need in order to deal with the trauma they will have experienced upon return from deployment.



SPC Glenn Robertson, in charge of radio communications for 4th Platoon, Company A, 2nd Battalion, 47th Infantry Regiment, calls in a nine-line medevac during a training mission at Fort Benning, Ga.

U.S. Army

Unfortunately, the focus on tried-and-true tasks and the addition of new ones causes a time problem. Without the elimination of tasks that are no longer relevant or that require excessive time or resources with which to gain proficiency, or the transferring of those that are more appropriately taught and trained at the first unit of assignment with unit teammates, we have difficulty training those tasks that make up the basics for today's soldier. The issue is this: We have about 660 hours available for training critical tasks in the BCT program of instruction, yet we have more than 780

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A drill sergeant with the 194th Armored Brigade instructs soldiers in training.

U.S. Army

hours worth of training tasks and requirements. Trying to train more skills without refining or eliminating others will only contribute to continued poor training, ignorance of the critical basics that every soldier needs to know, or additional "task paralysis." For that reason, we recently conducted a top-to-bottom review of the entire BCT program of instruction.

In line with the planning for that review, we also wanted input from the field, so we sent out a survey to more than 220,000 officers and NCOs asking them about our "product" and about the newly arrived soldiers. Given the combat experience of our force, we specifically asked combat-experienced officers and NCOs what tasks we should train and what tasks we should refine or eliminate in the constrained time period of IET.

We received more than 32,000 responses from NCOs and officers in the active Army, National Guard and Army Reserve. Many of the respondents provided additional insights—suggestions, some rather interesting commentary and pretty candid thoughts—that gave us more than 10,000 pages of ideas.

The respondents stated that the most important skills they wanted their soldiers to know upon arrival from basic training were the handling, firing and maintaining of their individual weapons; the application of combat casualty care; the preparation of the mind and body for the mental and physical demands of deployment and combat; the maintenance of situational awareness ("Every Soldier is a Sensor"); voice communication skills; and map reading and land navigation skills.

Survey respondents also provided interesting feedback on which tasks and skills they thought we should eliminate either because they were no longer relevant in today's environment or because they would be more appropriately trained within the first unit of assignment after the unit had conducted a mission-essential task list analysis.

While most respondents thought our current balance of muscular and aerobic training is sufficient, a significant number were unaware of an Army regulation stating that soldiers reporting directly from IET with minimum Army physical fitness test (APFT) levels and excessive body fat have until the end of their first year to attain APFT and height/weight standards. While everyone wanted their soldiers to report in better shape, most realized that the 10 weeks of BCT plus the additional conditioning conducted in AIT will still require shared effort with our brothers and sisters in the operational force. One NCO even stated that although he wanted to prepare his new soldiers for the physical demands of the mountains of Afghanistan, he knew that would be hard to do at the Sand Hill training area of Fort Benning, Ga.

Many respondents requested additional combatives, with many commenting that we should get away from "grappling" and get to more relevant fighting techniques. Interestingly, more than 30 percent said that we should replace bayonet training with pugil training. A large number of leaders said they wanted to know more about the soldiers they were receiving from IET—more information than "passed the APFT; qualified with the weapons; attended required training."

While this is only a snapshot of the survey input, combining this data with the operational lessons from multiple theaters and commanders allowed us to contribute to a more complete and much-needed review of how we train new soldiers.



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PVT Jesse Black, Company A, 2nd Battalion, 47th Infantry Regiment, leads soldiers along a patrol route at Fort Benning, Ga.

What's Changing

With a better understanding of the current generation of soldiers we're training—and of the requirement to incorporate effects of combat lessons linked to the demands of the current operational environment and from the operational force—we are incorporating changes into basic combat training.

To best improve the physical conditioning of the average trainee while best preparing that soldier for the first unit of assignment without causing physical damage, the Army Physical Fitness School has expanded the program of standardized physical training based on an extensive scientific study we have recently completed.

The recent publication of training circular 3-22.20, which outlines new ways to conduct physical readiness training, also provides detailed programs and specific instructions for drill sergeants, platoon sergeants and IET cadre as they train their charges, and as we all walk the very fine line between physical improvement linked to stress and physical injury linked to overstress.

Fort Benning has helped us revise the basic rifle marksmanship and the advanced rifle marksmanship (ARM) strategies and programs. All soldiers will fire more ammunition than ever before during stressful combat-like periods as we continue to adapt and adjust the training based on what we have learned from our combat experience. For example, during qualification, soldiers going into the Infantry military occupational specialty (MOS) will qualify with advanced optics and M4s (the weapon that the great majority of them will have in their first unit); soldiers going into all other MOSs will qualify with the basic Army weapon, the M16A2. All soldiers will fire more rounds than before during ARM, with the Infantry OSUT soldiers performing additional tasks. The focus will be on all soldiers being confident, comfortable, familiar and qualified with their personal weapon.

The Maneuver Center of Excellence at Fort Benning has also taken on a review of Army combatives and will likely increase emphasis on fighting skills that are more relevant to combat situations. In addition, we have already revised the pugil and bayonet training periods of instruction, eliminating the Bayonet Assault Course for a more active pugil fighting course and applying the skills of "fighting with a weapon" to replace some of the more outdated bayonet movements.

The medical community has also learned much during recent operations; as a result we are revising the Tactical Combat Casualty Care Course with BCT (what used to be called Combat Lifesaver). Extensive combat experience helped us revise our training program, and we have adapted the most critical tasks, especially those related to stopping the kind of hemorrhage we find in the most traumatic injuries on the battlefield.

We are studying the best ways to train soldiers by connecting them to digital devices and applications. Given the plethora of handheld information systems and the variety of applications that could be adapted to tasks we train repeatedly, we believe that these relatively simple and inexpensive devices can help train and reduce the time to gain mastery in some of the more unique requirements within basic and advanced individual training.

West Point's Army Center of Excellence for the Professional Military Ethic—the Army's proponent for values and ethics training—is helping us find new ways to improve the precision and rigor in training the Army's values. In the past we have depended on PowerPoint and drill sergeants' war stories to help the inculcation of values, but in the future we will incorporate new techniques for passing these most critical aspects of our profession to our newest members.



U.S. Army

Army Chief of Staff GEN George W. Casey Jr. addresses soldiers with Company C, 1st Battalion, 19th Infantry Regiment, 198th Infantry Brigade, during a break in training at Fort Benning.

We have already begun sending selected drill sergeants and most AIT platoon sergeants to resiliency training at the University of Pennsylvania (a program that will soon exist at Fort Jackson, S.C.). We will begin setting a

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Drill Sergeant Wayne Scarpulla salutes during the 2nd Battalion, 39th Infantry Regiment graduation formation in April 2009 at Fort Jackson.

U.S. Army

baseline with new trainees within the first few days of BCT on the Army Chief of Staff's program of comprehensive soldier fitness by issuing the global assessment tool; new trainees will also see instruction on sustainment and enhanced resilience training. These initiatives will certainly contribute to all aspects of a new soldier's strength.

With the Army's Digital Training Management System, we are developing techniques to provide critical information about graduates of BCT and AIT directly to the commanders at the first unit of assignment and beyond. This will help transfer relevant training information as well as important information about soldier dependents.

Along with the review of the program of instruction for basic combat training, we've also reviewed and revised the warrior tasks and battle drills. Using the directive to "train fewer tasks, well," we've made these tasks more specific and relevant to each individual soldier—of all ranks and MOSs—and it's clear that continuous training of these tasks is a shared responsibility with leaders in operational units. There is also an additional "task" linked to a soldier's requirement to train toward adaptability, which incorporates measures of growth and cultural and operational environment awareness. We have placed these new tasks and drills on the Army Training Network to help eliminate any confusion about the standards. Now, when a soldier recites the Soldier's Creed and states that he is "proficient in the warrior tasks and drills," there is the capacity to put substance behind the statement.

What Stays the Same

Introducing and training our soldiers in the basic tasks, while providing them with the fire of our culture, is the primary job of all the U.S. Army professionals who are part of the generating force and the training base. Our credentials are established by the actions of the soldier-graduate of our initial entry training.

Before soldiers leave the training base, we must also ensure that they possess the trait of adaptability. We must ensure that they know their training has only begun and that when they reach their first unit of assignment, they must quickly become part of their new team, understand and train to the new specific mission they are given, and contribute to the unit. We will remain synchronized with the operational Army, training the basic tasks and skills our soldiers need as they prepare to deploy as part of a larger unit for their operational missions. Providing the best soldier from the generating force to the operating force, in support of Army force generation, is driving these changes in basic combat training. ★

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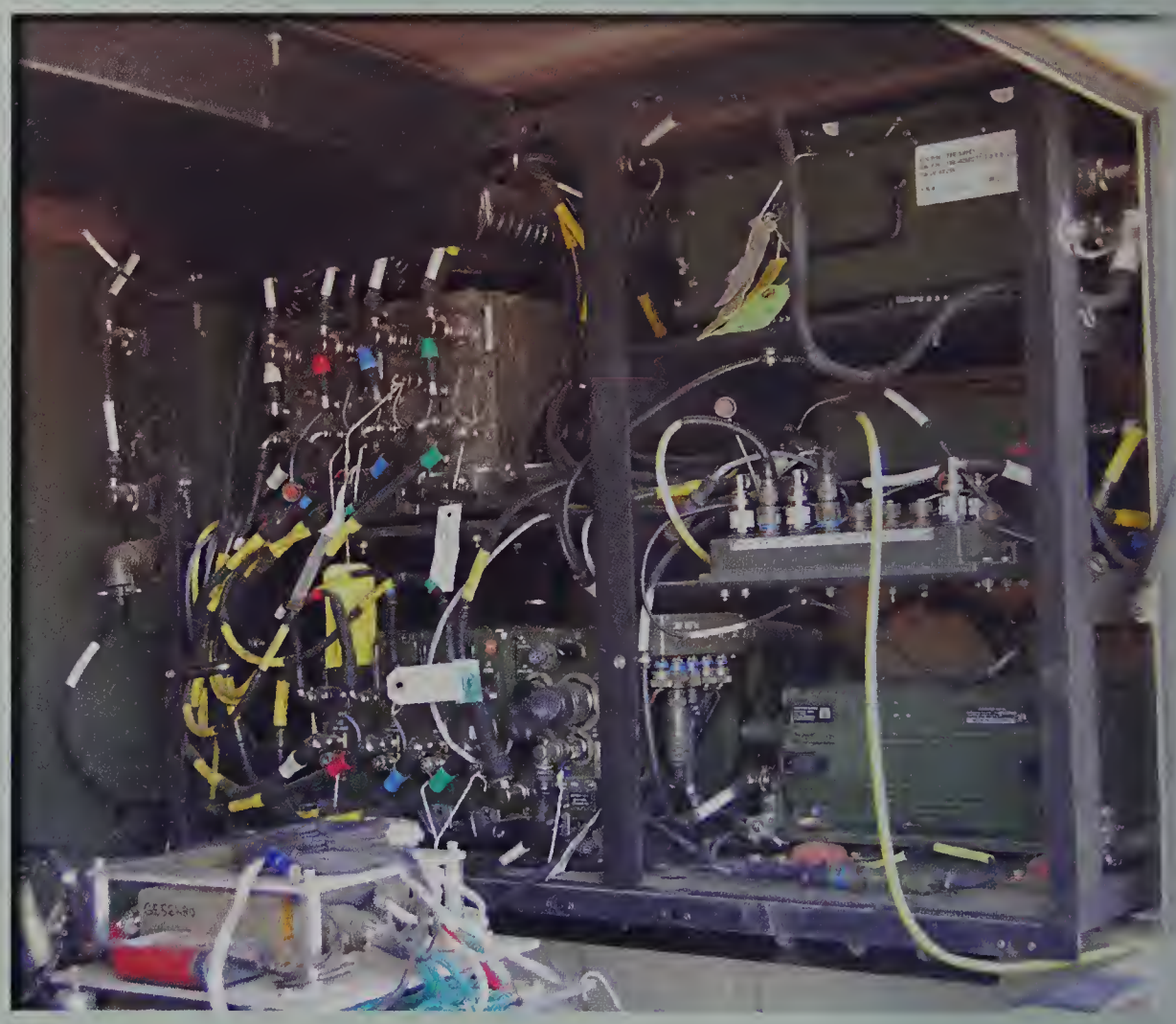
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Manpackable Network Experiments

Expanding Warfighter Capabilities

By Scott R. Gourley

In parallel with continuing Army activities like the C4ISR on-the-move demonstrations, 2009 testing of the U.S. Army's Brigade Combat Team (BCT) Modernization Increment 1 equipment package by the Army Evaluation Task Force highlighted the criticality of elements like the Network Integration Kit (NIK) to increase battle-command functionality through the fusion of current and Future Force sensor and communications capabilities. The Army's September 2009 limited user testing, for example, highlighted the contributions of Humvee-based NIKs—integration packages that use the joint tactical radio system (JTRS) ground mobile radio, running multiple waveforms, to provide soldiers with unattended ground sensor (UGS) data and share more information across the operational battlespace.



Scott Gourley

The Network Integration Kit (NIK) increases battle-command functionality and can be integrated into a variety of vehicle platforms.

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General Dynamics

The Manpackable-NIK (M-NIK) design from General Dynamics C4 Systems utilizes the joint tactical radio system handheld, manpack, small form fit two-channel radio.

A significant challenge to fusing and sharing that information, however, involves the fact that soldiers are frequently deployed in operational battlespace that does not offer access for Humvees or other vehicular NIK platforms. As part of ongoing "network maturity" efforts, that operational reality has inspired several mobile networking investigations and experiments—dubbed Manpackable Network Integration Kits (M-NIKs)—recently conducted by government and industry developers. While the timing to put these capabilities into soldiers' hands remains uncertain, the multiple developments share the goal of satisfying a recognized warfighter need.

Army Field Experiments

One initial Army prototype effort culminated in early December 2009 with the Common Controller Interoperability and Network Evaluation Experiment. As the name implies, the experiment focused on the use of the Army's new Common Controller (CC)—currently under development to serve as a controller for many different brigade combat team unmanned, networked systems—to network elements of the existing Land Warrior effort.

According to LTC James (Darby) McNulty, product manager for the CC team, the experiment reflected cooperation across multiple organizational Training and Doctrine Command capabilities manager, program executive office (PEO), and government research-and-development laboratory boundaries.

One cooperative example involved work with PEO Soldier to utilize Land Warrior as a surrogate for the developmental Ground Soldier System effort, currently in a competitive prototyping phase. The Land Warrior modular fighting system was formerly used in Iraq and is currently deployed with soldiers of the 5th Brigade, 2nd Infantry Division, in Afghanistan to provide essential battlefield network connectivity.

"In this experiment, we used an SUGV [small unmanned ground vehicle] with a Common Controller, taking high-quality sensor data and pushing it to Land Warrior," LTC McNulty explained. "For the experiment, we basically replicated what a rifle company would look like. We used a command post that the company commander would run, and we used two of the three platoons. The intent was to distribute the two platoons across some complex terrain and some geographical distance that you might see between two combat outposts in a place like Afghanistan."

In addition to using high-resolution sensor data on the CC within the platoon-level "cloud," the experiment also focused on connecting the dispersed platoons and sharing data with higher echelons.

"We brought the M-NIK to the platoon, and then we were able to connect the two geographically dispersed platoons with voice and data using satellite communications," LTC McNulty said. "We were also able to send that data up to the company command post and then back to battalion and higher headquarters. In return, we would also receive information from battalion and then push it across the geographically dispersed platoons."

Citing challenges of dispersed unit operations or rugged/roadless terrain, he acknowledged that an M-NIK "wouldn't have all the bells and whistles and capabilities of the Warfighter's Information Network-Tactical (WIN-T) and everything else that you would have on a Humvee-based NIK," offering instead "a device that's sort of like the CC with a different mission: with the computer and a user interface and two radios integrated into it." (The "objective" radio for the Common Controller is the JTRS handheld, manpack, small form fit (HMS) Small Form Fit "B" model. The B version is not yet available, however, so the Common Controller has been using the HMS Small Form Factor "D," which is the same radio as that on the SUGV.)

LTC McNulty said that the December 2009 experimental

Scott R. Gourley, a freelance writer, is a contributing editor to ARMY.

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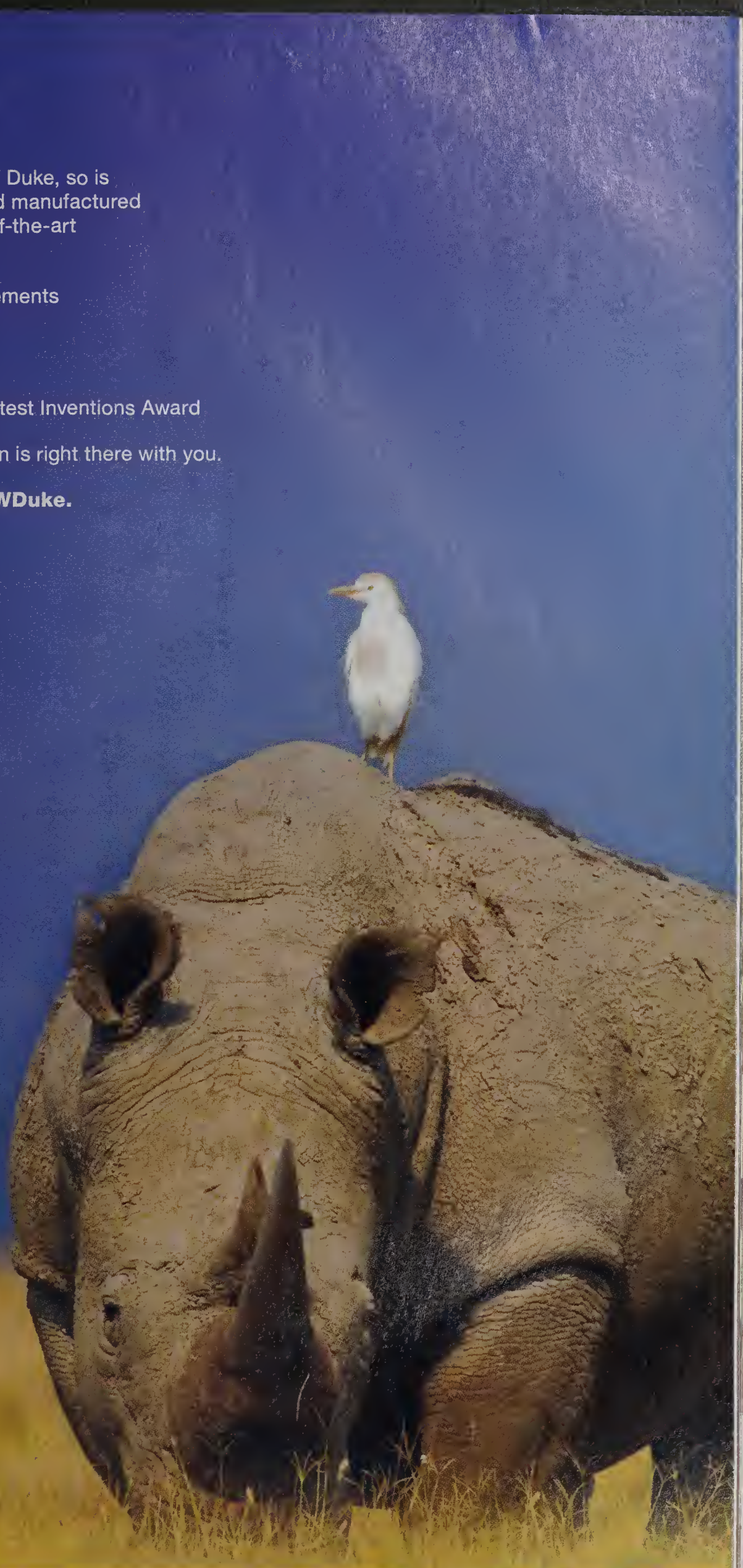
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U.S. Army

Army experiments to expand the network last December focused on a M-NIK using the Common Controller as the user interface.

M-NIK design featured the use of the enhanced position locating reporting system (EPLRS) waveform within the Land Warrior platoon-level cloud, integrated with a router, a data mediator and a Harris AN/PRC-117G radio, running the adaptive networking wideband waveform (ANW2) to provide "long-haul" network-extension capabilities. He added that the surrogate nature of the current experimentation could result in future design changes to the radios.

Emphasizing that this was just the first phase of an Army "multiphased network experimentation effort," LTC McNulty added, "Right now we are having some discussions with the Fort Sill, Okla., community to figure out how to bring some network lethality into this network development. We are also having discussions with Project Manager Unmanned Aircraft Systems, within PEO Aviation, to figure out how we could do some work with OSRVT [One Station Remote Video Terminal].

"We don't have the fires and the OSRVT pieces worked out yet, but we've agreed in concept to start figuring out how to bring this into the network-improvement efforts that are under way," he said. "And the other piece we are definitely focusing on is more capable of battle command/networking messaging."

In terms of potential fielding of some of the mobile network capabilities under the BCT modernization process, LTC McNulty noted, "I think we're getting pretty close to determining when to bring in CC. The CC is being accelerated, and when it 'drops down' is to be determined. We're currently working the first [BCT modernization] brigade, and then we'll work on the next two brigades. The full-rate production decision happens at brigade four, so accelerated fielding would be before brigade eight. I'm putting a plan together for the CC piece to come in around the fourth brigade or so. For the M-NIK and the soldier integration, we have a lot of work to do to figure out when [that might drop down]."

Industry Field Experiments

Last year also witnessed some important industry demonstrations and field experimentation directed towards tactical networking capabilities.

Harris Corporation, for example—which has conducted more than 100 demonstrations and field exercises highlighting the capabilities of the Falcon III AN/PRC-117G manpack radio to connect dismounted soldiers to tactical battlefield networks—demonstrated the exchange of high-bandwidth voice, video and text over an AN/PRC-117G radio network during the October 2009 AUSA Annual Meeting. The demonstration involved a network of AN/PRC-117G radios operating the ANW2 waveform, as well as portions of the JTRS wideband networking waveform and JTRS soldier radio waveform (SRW). During the demonstration, Harris used the three waveforms to bear Voice over Internet Protocol, streaming live video, tactical chat and tactical ground reporting system traffic.

At the 2009 AUSA Annual Meeting, General Dynamics C4 Systems also highlighted its 2009 field demonstrations of a prototype M-NIK design.

"This effort is driven primarily by the situation in Afghanistan," explained Joe Miller, director of JTRS programs for General Dynamics C4 Systems. Recognizing soldiers' need for a dismounted capability and function that provides that NIK capability in difficult terrain, and parallel with the Army effort, General Dynamics C4 Systems fo-

'Increment 1' Capabilities Receive Go-ahead

Following critical testing, Increment 1 of the Army's early Infantry brigade combat team acquisition program completed an important Defense Acquisition Board (DAB) review late last year, resulting in an acquisition decision approving the Increment 1 capabilities to move into low-rate initial production for one brigade combat team set.

The DAB, also known as a Milestone C review, is described as "a holistic review of maturity, requirements, testing and evaluation, and production plans for Increment 1 capabilities," which include the small unmanned ground vehicle, the Class 1 Block 0 unmanned aircraft system, unattended ground sensors, the non-line-of-sight launch system and the early increment of the network.

The review formally paved the way for production of one brigade combat team set of the equipment, which will be used in the initial operational test and evaluation during fiscal year 2011. Program representatives note that the Army plans ongoing tests of all Increment 1 assets over the next two years and is also "executing a plan to incrementally grow and demonstrate network maturity and system reliability in order to support continued production and fielding of future brigades based upon successful testing and evaluation this year and next."



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U.S. Army

The handheld Common Controller currently under development will control the Class I Unmanned Aerial System as well as various other unmanned platforms and sensors.

cused internal research-and-development funding of its own prototype M-NIK design built out of a JTRS handheld, manpack, small form fit two-channel manpack radio, coupled with a man-worn computer also developed internally by General Dynamics with an eye toward a future development of Land Warrior.

"In addition, we had a laptop with [our M-NIK design] to provide a user interface," Miller said. "But that eventually goes away and it becomes the 'Warrior' eye-monocle display-type piece or the Common Controller. Essentially, this equipment—the manpack radio and the worn computer—were mounted on a backpack frame. We integrated that and then took it out to White Sands Missile Range, N.M., where we ran tests in June and July 2009."

"We interfaced from our M-NIK to an unattended ground sensor gateway and from the UGS gateway to the UGS field," he continued. "And through that network we were able to command sensors to take images and collect them over the soldier radio waveform. ... We were then able to pull those images from the sensor field and view them on the laptop display. From the warrior applications that reside on our M-NIK, we were able to go through those images, down-select to pick specific ones that would be of interest, compress them and then relay them over the other channel on the HMS manpack over a beyond-line-of-sight link.

"We had this M-NIK in the middle of the network, where the soldier was able to go out to the sensor field, command the field, collect imagery, process it there and then forward that imagery beyond line of sight over the network. It proved itself very well. The other thing we were able to do over that same M-NIK was send those same sensor images to dismounted Land Warrior-equipped soldiers in that June/July demonstration. And that basically proved the M-NIK concept, leveraging existing HMS program-of-record and Land Warrior based technologies, and very quickly integrated those to be able to demonstrate this capability," Miller said.

"One of the other keys is the size and weight of M-NIK," he added. "Because HMS is a two-channel manpack, we were able to build our prototype M-NIK to come in at 21 pounds."

Miller summarized: "To deploy the new sensors and robotic platforms, you really have to deploy the new network. And there are two pieces to that. You have to deploy the new networking waveforms, and, for these platforms, the key waveform is SRW. That also means migrating off of the EPLRS waveform and deploying radios that support these new network waveforms. The only networking radios that are on track to be certified to run these waveforms are program-of-record 'JTRS-compliant' radios. The second piece is that you have to have beyond-line-of-sight capabilities because you are bridging from these local networks over the back haul. Ideally, what you're trying to do is bridge into WIN-T. This bridge is from a company level or combat team all the way up to the brigade. So the two-channel HMS manpack is key. In fact, for a dismounted capability, it's the only radio that's going to get down to the required M-NIK size and weight. Because an HMS manpack will do high-frequency, ultrahigh-frequency satellite communications, mobile user objective system and SRW, one channel gives you the local area network to control those platforms and pull that data in. M-NIK then gives you the computer to process that information and put some intelligence in it. The other channel on the manpack gives you that beyond-line-of-sight capability. If you were to attempt that with legacy radios, even if they could run SRW, you would have to have multiple radios.



U.S. Army

The Common Controller will network elements of the existing Land Warrior effort.

"From an M-NIK perspective, we're continuing because the program of record is continuing," Miller said. "That two-channel HMS manpack is just starting its formal qualification testing in early 2010. The waveforms are being completed and certified on that radio. So, from our perspective, if they choose to base M-NIK on the program of record, when that manpack is complete they could field M-NIK. It's very feasible that the M-NIK [capability] could go to the field very soon." ★

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United Nations Command Joint Security Area

By LTC John Rhodes

The United Nations Command Security Battalion-Joint Security Area (UNCSB-JSA) was established during the Korean War to provide security and logistical support to the United Nations Command (UNC) elements involved in the armistice negotiations. The unit was founded on May 5, 1952, and has been stationed at Panmunjom, South Korea, since. On July 20, 1954, it was awarded the Meritorious Unit Citation for its outstanding performance during Operations Big Switch, Comeback and Rainbow, which involved the repatriation and exchange of more than 100,000 prisoners of war, displaced persons and refugees between the United Nations Command and the



U.S. Army/Edward N. Johnson



U.S. Army



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Above left, flags of the Republic of Korea (ROK), the United Nations and the United States fly above Observation Post Ouellette. Left, Camp Bonifas is the base camp of the United Nations Command Security Battalion-Joint Security Area (UNCSB-JSA). The camp is named after CPT Arthur G. Bonifas, one of two U.S. Army officers murdered by North Koreans in 1976. Top, from South Korea, a U.S. soldier faces North Korea and ROK and North Korean military personnel.

Korean People's Army/Chinese People's Volunteer Army. By late 1954, the mission of the UNCSB-JSA changed to its present one. This mission includes securing and assisting in all operations of the United Nations Command sector of the joint security area (JSA) at Panmunjom; conducting counterinfiltration patrols within the unit's operational area; providing civil affairs administration and security to the village of Daeseong-dong (Freedom Village) inside the demilitarized zone (DMZ); securing and controlling access into the United Nations Command Military Armistice Commission Headquarters area; supporting the operations of the Swiss/Swedish component of the Neutral Nations Supervisory Commission; conducting the DMZ education and orientation program; providing security; and securing and operating key facilities on Camp Bonifas.



On August 18, 1976, North Korean security guards used axes to murder two U.S. Army officers assigned to the UNC component of the JSA.

U.S. Army

Unit History

The most forward-deployed unit in the Republic of Korea, the soldiers of the JSA have proudly—and with good reason—adopted "In Front of Them All" as their motto. In 1967, a North Korean commando force attacked the UNCSB-JSA base camp (then called Camp Kitty Hawk) adjacent to the joint security area, killing three soldiers and wounding 24 soldiers and civilians. In 1968, North Koreans ambushed a UNCSB-JSA truck en route from Camp Kitty Hawk to the joint security area, killing four soldiers and wounding two more. Two UNCSB-JSA officers were killed and eight soldiers wounded in 1976, during the infamous ax murder incident at Panmunjom, when a numerically superior North Korean force attacked the UNC soldiers who were guarding a civilian work detail trimming a tree inside the JSA.

As a result, on August 21, 1976, the UNCSB-JSA participated in Operation Paul Bunyan, when United Nations Command elements chopped down the tree that was the focal point of the ax murder incident. Inside the joint security area were all of the regular personnel, accompanied by another platoon, more than 50 martial arts experts from the Republic of Korea (ROK) Special Forces and about 15 unarmed combat engineers to cut down the tree. Flying south of the DMZ were B-52 bombers, fighters and attack helicopters. All South Korean forces and U.S. personnel were placed on full combat alert. In addition, just off the coast, the aircraft carrier USS *Midway* (CV 41) sailed with her full combat escort.

The eyes of the world again focused on the JSA on November 23, 1984, when a Soviet citizen fled from his North Korean-sponsored tour group and dashed across the military demarcation line to freedom. North Korean guards armed with pistols and rifles pursued the defector into the United Nations Command sector of the JSA. A firefight broke out, which lasted 30 minutes and resulted in one UNCSB-JSA guard killed and one wounded, while the North Koreans suffered three killed and five wounded. The Soviet defector was protected throughout the battle and subsequently evacuated to Camp Bonifas.



USAF/SrA Jeffrey Allen

Villagers from Daeseong-dong, the only ROK village within the South Korean side of the demilitarized zone, harvest rice from paddies. Residents of the village receive benefits such as modern homes and allocations of farmland but must abide by various restrictions.

Daeseong-dong

The UNC Security Battalion is responsible for implementing civil affairs and security within this unique village. Security for Daeseong-dong is provided through a security company that guards the village 24 hours a day. In daylight hours, they provide security for the farmers while they work in the fields; at night, they guard the village itself while the residents sleep.

All residents have modern homes and substantial allocations of farmland. Each family farms an average of 17.5

LTC John Rhodes is the commander of the United Nations Command Security Battalion-Joint Security Area.



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U.S. Army/Edward Johnson

The North Korean flag atop a massive flagpole marks the entrance to the virtually uninhabited North Korean village of Gijeong-dong (Propaganda Village), just a mile from Daeseong-dong in the ROK.

acres of land while most South Korean farmers tend only 1 to 4 acres. Each Daeseong-dong family earns the U.S. equivalent of $82,000 per year from their harvests. The 213 residents in the village must spend a minimum of 240 nights each year in the village to maintain their residency. They also live under some very severe restrictions: They must be in the village by nightfall, and inside their homes with the doors and windows secure by midnight.

Across the military demarcation line, 1,800 meters from Daeseong-dong, is the village of Gijeong-dong, or Propaganda Village. It was given this name because of the extensive speaker system throughout the area that, until June 2004, broadcast propaganda six to 12 hours a day idolizing Kim Jung Il as a great leader and inviting the citizens of Daeseong-dong as well as the rest of the Republic of Korea to defect to this so-called village of paradise. Defectors would find it rather lonely, however, as the village is mostly uninhabited.

The UNCSB conducts numerous activities through the Eighth Army Good Neighbor Program, which fosters better communication with and understanding of the villagers, including a Christmas trip to Lotte World, a very popular amusement park in Seoul, and a Christmas party at the U.S. dining facility on Camp Bonifas. Soldiers from the battalion also teach English to elementary school students twice a week.

Operations

The UNCSB-JSA has distinguished itself in many operations since the signing of the armistice agreement, including Operation Breeches Buoy in November 1968 (the return of the crew of the USS *Pueblo*) and Operation Runaway in February 1970 (the return of 39 Korean civilians who were skyjacked while on a Korean airline flight). From September 10 through November 26, 1984, the UNCSB-JSA supported Operation Transfer, the exchange of relief goods in and around Daeseong-dong. The exchange was conducted by the International Red Cross and North and South Korea in the wake of severe floods throughout the peninsula earlier that year.

With the 1984 Soviet defector firefight still a vivid memory, the soldiers of the UNCSB-JSA reacted to and safeguarded the defection of a Chinese army major and his wife in 1989. JSA soldiers were able to protect more than 60 visitors in Panmunjom at the time of the defection as well as ascertain the intentions of and escort the Chinese couple to safety without a shot being fired. Two weeks later, UNCSB soldiers flawlessly executed Operation Exodus (the orderly return of a South Korean dissident, "Miss Im," through Panmunjom), which proved successful in simultaneously keeping tensions from erupting into violence and spoiling North Korea's anti-U.S. propaganda effort. This resulted in a third Army Superior Unit Award to the unit.

In 1991, the UNCSB-JSA was formally recognized by the president of the Republic of Korea for its success in maintaining a lasting peace on the Korean Peninsula; the battalion was awarded the Republic of Korea Presidential Unit Citation.

In addition to ensuring the success of humanitarian operations, UNCSB-JSA personnel provide security and assistance for all JSA visitors. Among the foreign dignitaries and heads of state who have visited are former President of the United States George W. Bush, former President of the Republic of Korea Kim Dae-jung, former Australian Prime Minister John Howard, and former U.S. Secretaries of State Colin Powell and Condoleezza Rice.

U.S. Army soldiers serve 12 months here; ROK soldiers serve 24 months. Soldiers from both armies must meet above-average standards as well as have clean military and civilian records.

The UNCSB-JSA also provides protection and security to the Neutral Nations Supervisory Commission. The ROK and U.S. Army battalion commanders meet with Swiss and Swedish colonels twice a month to coordinate protection, security and other logistical support for the many distinguished visitor events that occur in the camp. Nearly every head of state will have either lunch or dinner at the camp, and the UNCSB-JSA will provide the support required to make the event successful.

In recognition of the battalion's commitment to superior performance, the UNCSB-JSA has received a host of awards and commendations. Throughout its history, the UNCSB-JSA



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U.S. Army/SSG Christophe Paul

U.S. Army and ROK soldiers from Camp Bonifas exit a CH-47 helicopter after conducting a joint evacuation exercise in the Republic of Korea in 2009.

has been awarded the Meritorious Unit Citation, the Republic of Korea Presidential Unit Citation and seven Army Superior Unit Awards. In addition, it twice won the Eighth U.S. Army (EUSA) Maintenance of Excellence Award, the EUSA and Department of the Army Supply of Excellence Award, and the EUSA Safety and Motor Vehicle Safety Awards.

ROK-U.S. Alliance

The combined UNC-JSA battalion is the only combined Korean-American forces battalion on the Korean Peninsula. All operations are coordinated and executed jointly to further unite and strengthen the bond between the two nations, illustrated during the quarterly JSA noncombatant evacuation rehearsals. February 2009 marked the first time that the ROK army (ROKA) planned evacuation training for all noncombatants inside the JSA and that U.S. forces rode in ROKA helicopters. After aiding the evacuation of the noncombatants, both the U.S. and ROK forces moved to the pickup zone, where they were evacuated by CH-47 helicopters. The primary objective of this training was to improve standing operation orders, carry out the mission smoothly in case of combat situations and augment the transition of operational control to the ROK army.

ROK-U.S. security and humanitarian operations are not the only activities inside the joint security area. Both forces are working towards strengthening their alliance, not only through operations, but through recreational activities as well.

Soldiers in the JSA have found ways to relax and enjoy themselves at frequent sporting events and cookouts. Indeed, lifelong friendships are formed while on duty together. On Easter Sunday, 2009, JSA veterans returned to Korea and spent the day touring the region they once protected.

For more than 45 years, the soldiers of the UNCSB-JSA have stood on the front line of freedom 24 hours a day, seven days a week. As the most forward-deployed unit on the peninsula, the UNCSB-JSA proudly stands face-to-face with the forces of the Korean People's Army to preserve the armistice and help bring about potential peaceful reunification of the Korean Peninsula. ★



U.S. Army

U.S. Army and ROK forces participate in a recent Korean People's Army repatriation. U.S. and ROK soldiers of the UNC's joint security battalion compose the only combined Korean-American forces battalion on the Korean Peninsula.

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The Tengchong 19



The headstones of Chinese soldiers buried in Tengchong Cemetery lead to a memorial monument at the top of the hill.

Far from the normal foreign tourist destinations in China, the Tengchong Cemetery in western Yunnan Province is the resting place of several thousand Chinese soldiers who were killed fighting for the city of Tengchong during World War II. Among them stand memorial headstones for 19 American soldiers who lost their lives while advising their Chinese comrades-in-arms, a remarkable testament to the adage that the Chinese people never forget a friend.

In 1942, China's land and sea access to the rest of the world was completely cut off by the Japanese, and the country was in dire straits. The only way minimal supplies could arrive

By COL John Easterbrook
U.S. Army retired

Photographs by Nancy Easterbrook Millward



The memorial hall at the entrance to Tengchong Cemetery contains plaques inscribed with the names of some 9,600 Chinese soldiers killed during the campaign to liberate the city.

in China was via the American-run Hump aerial supply route from India. In 1944, a two-pronged offensive was launched to reopen the Burma Road and a ground supply route from India to China. One part of the offensive was the X-Force under GEN Joseph W. Stilwell in northern Burma. The second component was a 72,000-man Chinese force under Gen. Wei Li-huang, trained and equipped by Americans and with American advisors under BG Frank Dorn. These troops, designated the Y-Force, attacked westward across the Salween River to drive the Japanese from western Yunnan. Both offensives were eventually successful, and the Ledo Road was reopened in early 1945.

Tengchong was the site of a major battle during Gen. Wei's Salween campaign. American B-25 bombers breached the massive city wall by skip bombing, opening a path for the Chinese infantry, and the city was successfully liberated. After the battle, 3,346 Chinese soldiers were buried in the Tengchong Cemetery. Soon thereafter, a stone monument was erected to honor the American advisors killed in and around Tengchong, but there was only one name on the monument: 1LT Kirk C. Schaible Jr., the first American killed during the campaign.

In 1999, a Chinese historian was researching the fighting around Tengchong during World War II and met a man whose father had developed and printed pictures during the war years. In 1944, an American soldier had brought his father a roll of film to develop and print; his father found the pictures so fascinating that he secretly printed an extra set and mounted them in an album. One of the



Statues of U.S. Army GEN Joseph W. Stilwell and MG Claire Chennault stand just inside the entrance of the Tengchong Cemetery.

COL John Easterbrook, USA Ret., has been involved in several projects promoting greater visibility of the U.S. effort in the China-Burma-India Theater during World War II and furthering understanding between the United States and China.

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The original monument erected soon after World War II to honor the American advisors killed in and around Tengchong, beside which stand cemetery deputy director Lang Jicun and the author, contained the name of only one casualty.

photographs showed the burial of an American soldier (later determined to be MAJ William C. McMurrey). That discovery sparked a renewed interest in the American assistance during the war; a search commenced to find the names of the other Americans killed in the area so they could be honored along with 1LT Schaible.

In 2002, Wen Jiang, a Kunming native living in the United States, was asked to help with the search. She contacted a Y-Force veteran, John Adragna, and me for assistance. In the Frank Dorn Papers at the Hoover Archives at Stanford University, we found a list of 10 Y-Force personnel killed in action, including 1LT Schaible. It was possible that, along with the ground forces who were killed, there might have been Army Air Force personnel who were also killed. Another veteran, Len Logar, contacted Adragna with the names of four such personnel who had been lost.

In 2003, we contacted Tripp Wiles at the DoD Prisoner of War/Missing Personnel Office. Wiles conducted additional research, and by later in the year a total of 19 names were identified as fitting the criteria of being killed in action in or around Tengchong. These names were provided to officials in Tengchong, and work commenced to honor each man with a memorial stone inscribed with his name. The stones were dedicated in 2004, on the 60th anniversary of the battle.

Wiles also forwarded the 19 names to the Mortuary Affairs and Casualty Support Division, U.S. Army Human Resources Command. In late 2004, a Freedom of Information Act request was submitted for copies of the reports of death of each individual. Those documents provided factual specifics of the deceased's date of death, burial location, home of record and next of kin. The information confirmed that all the American remains had been recovered after the war and interred in the United States, and it provided clues that began an effort to locate any living descendants.

Early in the search, we located Barbara McMurrey Hyde, the daughter of MAJ McMurrey. Hyde was surprised and thrilled to learn about the project, and she joined the effort to locate other descendants. Over the ensuing months, the team located the descendants of several other men. In some cases, they had not known what had happened to their family member, but they were all pleased to know of the project and to receive the information provided.

In 2005, Hyde, her sister Beverly and Shan Stodter, the daughter of MAJ McMurrey's commanding officer (COL John Stodter), traveled to Tengchong to view the memorial stones. It was an emotional trip, but also heartwarming, and the three visitors were treated as honored guests by the Chinese. While in Tengchong, they were introduced to the son of the man who developed and printed that roll of photographs so many years before. Subsequently, they met a Chinese veteran who had been present at MAJ McMurrey's burial. He took the women to the spot outside the city where the burial had taken place, and Stodter conducted a brief service, just as her father had done in 1944. Chinese Central Television subsequently broadcast a documentary of the project and the women's visit, "In Search of Major McMurrey."

In late April 2009, I visited the Tengchong Cemetery with my cousin and other family members during a People's Liberation Army (PLA)-hosted tour of China. The



The wreaths in the memorial hall at Tengchong were placed by local students on Tomb Sweeping Day in April.


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COL John Easterbrook, USA Ret., helped identify the 19 U.S. advisors killed in the Tengchong campaign. Each is now honored with a memorial stone.

cemetery is very well-maintained and provides visitors with an atmosphere of peaceful reverence. Its main sections include an open park-like area just inside the entrance that contains various statues, including those of GEN Stilwell and MG Claire Chennault; a memorial hall; a rather large hill behind the hall where the Chinese soldiers are buried with a memorial monument at the top; and the area honoring the Americans, to the left of the hall. Inside the memorial hall are stone plaques inscribed with the names of some 9,600 Chinese soldiers killed during the campaign as well as large wreaths that were presented by local schools on Tomb Sweeping Day in April.

For our visit, the PLA provided wreaths with which we could honor both the Chinese soldiers who gave their lives to defeat the Japanese aggressors and the Americans memorialized there. Two wreaths were carried to the top of the hill and laid at the monument. After paying our respects, we descended the hill, followed by two Chinese soldiers carrying two more wreaths, which we placed at the memorial for the Americans. The individual stones for the Americans are inscribed with each man's name and rank in English and Chinese.

Americans Honored Tengchong Cemetery

1LT Kirk C. Schaible Jr.
MAJ William C. McMurrey
PVT Robert H. Minnis
PVT Robert Lawson
PFC Joseph Kowalick
PVT John J. Clark
CPT Ripley Buckingham
CPT John W. Herstine
PVT Jerald Beitel
T/4 John Welsch
CPT William B. Williamson Jr.
1LT Charles B. Bierbaum
T/Sgt. Harold P. Holmes
SSG Joe T. Mann Jr.
2LT William I. Loomis
SSG Hugh F. O'Neil
SGT Kenneth M. Iiames
SSG Raymond R. Francisco
T/Sgt. James F. Woodcock

Tengchong is a well-known destination for Chinese tourists, but it is not yet a major destination for American visitors. Even so, the citizens of Tengchong go to great lengths and expense to honor the 19 Americans who were killed in the area so many years ago. In part, this is a result of the growing effort in China to acknowledge all the forces that helped to defeat the Japanese during the war. The Chinese Nationalist forces are now being recognized for their roles and honored for what they did.

Similarly, American assistance is being remembered in China. The Chinese have erected several monuments to American organizations such as the crews who flew the Hump and the Flying Tigers, and, in Chongqing, the General Joseph W. Stilwell Museum endeavors to chronicle the contributions of all the major American elements in the China-Burma-India Theater.

In the final analysis, however, honoring these 19 Americans in Tengchong is simply a manifestation of the gratitude the people there feel for the assistance America gave them during those dark years of World War II. The citizens of Tengchong consider all those Americans friends, and it appears that, indeed, the Chinese people never forget a friend. ★



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Agile Robotics

By SSG Tanya L. Trebes



CSAIL/Massachusetts Institute of Technology

Picture it: Korea, 1997, PVT Hart operating a forklift on the loading dock of Company C, 52nd Aviation Supply Support Activities (SSA). PVT Hart is waiting for her ground-safety guide to assist her in moving the cargo. She looks at the amount of cargo that must be offloaded and considers the amount of time it will take to process the items to their proper destinations.

PVT Hart has a "Star Wars" thought: "Wouldn't it be nice

A semiautonomous robotic forklift being developed by Massachusetts Institute of Technology responds to speech and hand-gesture commands. The U.S. Army Logistics Innovation Agency is funding the Agile Robotics Project.



U.S. Army/PFC Gregory Gieske

SPC Michael Walker, 38th Explosive Ordnance Disposal (EOD) Company, prepares to deploy the EOD robot during urban combat training at Fort Stewart, Ga.

if this forklift could drive itself and automatically offload the cargo? I could then return to the warehouse and begin to break down the multipacks, process the smaller items, print out the material release orders, pull the parts and place them in their proper locations. I would be able to do all this and clean up my area to complete my daily mission. I would not have to wait around for someone to ground-guide me back to the motor pool or parking location."

Fast-forward 12 years. PVT Hart is now SSG Trebes, and I am now assigned to the Combined Arms Support Command (CASCOM) Sustainment Battle Lab's Science and Technology Division. Informed that I will be the lead for agile robotics, immediately I think, "What is agile robotics? How can I be the lead for something I know nothing about?" So the learning curve begins.

I learned the answer to my question years ago on that hot day in Korea. It involves the Agile Robotics Project, an effort led by the Massachusetts Institute of Technology (MIT) and funded by the U.S. Army Logistics Innovation Agency to develop ground robots that can do useful work safely alongside humans in existing military facilities—the large warehouses where supply support activities take place. One early part of the project is a semiautonomous (mostly self-operating) robotic forklift, which responds to speech and hand-gesture commands. Teaming with faculty, students and staff researchers at MIT are others from BAE Systems, Draper Laboratory, the U.S. Army Logistics Innovation Agency, the U.S. Army Research Laboratory, the CASCOM Sustainment Battle Lab, the Office of the Director of Defense Research and Engineering, the Robotic Systems Joint Project Office and other stakeholders. Their mission is to understand soldiers' needs in the logistics environment and develop advanced prototypes of robotic forklifts suitable for making the transition to supply support activities for use in a combat theater of operations.

SSG Tanya L. Trebes is a combat developer with the U.S. Army Combined Arms Support Command, Fort Lee, Va., and lead on the Agile Robotics Project. She deployed to Afghanistan in 2003 and to Iraq in 2005.

Current Capabilities

Military operations often occur in areas with limited support infrastructure or unimproved surfaces where normal container handlers cannot operate. Robotic material handling equipment (MHE) is a viable alternative to upgrading or enhancing the current fleet of MHE. This will lead to enhanced survivability, sustainment support and an extended range of continuous operational capabilities, day or night. Robotic MHE will be a safe, practical and routine method of delivery to support distribution operations and to ease warfighters' operational burden.

Today's robotics capabilities have become increasingly important in supporting operations in Iraq and Afghanistan. Typical missions include the use of small, man-portable robots to remotely neutralize improvised explosive devices and the use of a variety of unmanned aerial vehicles to support intelligence, surveillance and reconnaissance missions. Undoubtedly, the use of robots will only increase with advances in technology, operational needs and the proven utility of robotics in protecting soldiers within asymmetric conflicts.

While robotics technologies have rapidly grown within tactical and operational settings, significantly less progress has been made in using this technology to enhance military logistics processes. The Agile Robotics Project, while still in the research and development stage, shows great promise in being able to improve material handling within tactical supply-support settings.

The Agile Robotics Forklift and the Soldier

Unlike traditional robotic capabilities, the agile robotics semiautonomous forklift is designed to operate alongside people in a natural way. It is an unmanned forklift that can learn like a soldier and understand common terms and commands. "Training" the forklift involves giving it a guided tour of the area in which it will operate and telling it about each storage location, where cargo and customers' trucks arrive, where it can and can't go, and so forth. The forklift then builds a "mental model" of the environment, which can then be shared with other arriving unmanned forklifts.

The dynamics of this system allow the forklift to execute commands without tiring, day or night. While not totally autonomous, the forklift recognizes and executes commands spoken through a small wireless computing device or gestured with a stylus on the device's touch screen.

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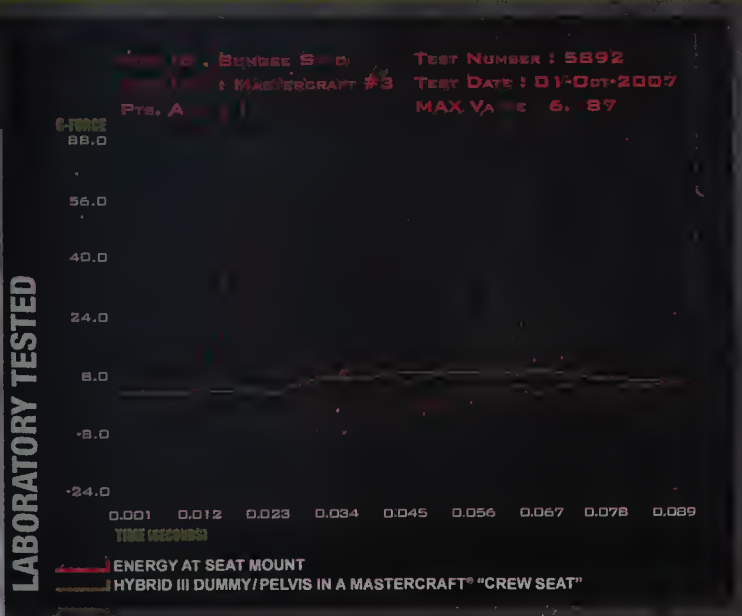
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One important advantage is that the robot does not require a specially prepared environment. It senses its surroundings and navigates using onboard sensors—avoiding obstacles, other vehicles and people—with minimal reliance on global positioning system (GPS) reception.

Intricacies have now come to fruition such as raising the mast, spreading the forks, balancing the loads and moving in at the speed necessary not only to be productive but also to ensure that the load or other property will not be damaged. With sensors placed around the forklift, this system allows it to identify, measure, approach and safely move any palletized product within any protocol the customer has designed. The semiautonomous forklift can function for as long as it has power/fuel, thus freeing up needed personnel. It will also enhance warehouse operations in many areas. With less human traffic, safety will be less of a concern, and even as product demands increase, scheduling needed manpower will be less of a factor.

As the forklift goes about its business, it can use radio frequency identification (RFID) tags to inventory assets, avoid storing incompatible items together, and select stock based on prevailing business rules and product attributes such as shelf life. From a technical perspective, the Agile Robotics Project has a number of novel aspects.

Many industrial robots today are designed to operate within a specially prepared environment to overcome technical issues with perception and control. The agile robotics team, however, focuses on the truly difficult problems of bringing a robot into an existing human environment and having it quickly learn the environment under human supervision, with minimal reliance on GPS.

Agile Robotics Demonstration

The semiautonomous forklift might sound like science fiction, but many of these capabilities were successfully demonstrated in June 2009 at Fort Belvoir, Va., using a 3-ton robotic forklift.

The demonstration took place within a notional SSA laid out on a packed-earth lot. It included a receiving area, where trucks arrive with palletized cargo; a bulk yard for pallet storage; and an issue area, where customer trucks depart after being loaded with cargo. The capabilities demonstrated include the ability to move and manipulate palletized bulk-sustainment commodities from receiving, bulk storage and issue areas under the auspices of human speech and pen-based gesture commands from a small handheld personal digital assistant (PDA). The supervisor could see from the robot's point of view via video images streamed through a wireless data link. The supervisor then commanded the robot to perform various actions including picking up, transporting and placing various types of pallets (tires, ammunition and so on). Advanced perception capabilities and safety features were also demonstrated, including the ability to operate in the presence of pedestrians, fixed obstacles and other vehicles.

The demonstration showcased the robotic forklift's ability to safely navigate around the notional SSA, detect and locate pallets, and move them to the desired location as specified by the supervisor. During the demonstration, the supervisor verbally summoned the forklift to the receiving area, used a gesture command to direct it to pick up a pallet from the truck and then verbally directed the forklift to place the pallet in the bulk yard. A similar sequence of commands was used to pick up a second pallet from the bulk yard, transport it to the issue area and place it on the bed of a second flatbed truck. The team also demonstrated



A forklift souped up by students at Massachusetts Institute of Technology provides a glimpse of the future of robotics at a demonstration at Fort Belvoir, Va., July 2009.

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the robot reacting appropriately to pedestrian incursion in its travel lane. Finally, the team demonstrated the robot's detection of shouted warnings of "Forklift stop!" for emergency or safety procedures.

Multiple design precautions ensure safety and operator confidence around the forklift. Safety features include a seat-is-occupied sensor, a sensor to detect a person pulling on the steering wheel, and redundant light detection and ranging sensors to detect incursions. The forklift is equipped with an emergency stop system that allows an operator to remotely stop the vehicle if necessary via the supervisor's PDA. In addition, mode enunciators were designed into the forklift in the form of bright light-emitting diode strips, words and symbols on the cabin exterior, and speakers to alert the operator to the forklift's intended actions before they happen.

The Agile Robotics Project demonstration was largely successful, though some technical issues were evident such as a vehicle-braking problem and a concern with pallet engagement, which was rectified between demonstration sessions by adjusting a misaligned sensor. The demonstration provided Army representatives and senior leadership with insight into how we may use advanced, unmanned material handling capabilities in tactical environments.

Importance to the Army

Each year an estimated 40,000 MHE-related injuries occur in the United States alone. Injuries involve employees being struck by lift trucks or while working near elevated pallets or forks. Many employees are injured when lift trucks are inadvertently driven off loading docks or when the lift falls between a dock and an unchalked trailer. For each injured employee, there are numerous unreported incidents. Mishaps can be costly. Most incidents also involve property damage such as damage to overhead sprinklers, racks, pipes, walls, machinery, doors and merchandise. Unfortunately, the majority of employee injuries and property damage can be attributed to lack of safety procedures, insufficient or inadequate training, and lack of safety-rule enforcement. While operators suffer the most fatalities, most injuries resulting from forklift accidents are suffered by pedestrians and coworkers in the work area. The most common forklift injuries result from pedestrians being run over by a truck or being struck by its load. While pedestrians and coworkers should always be aware of the presence of forklifts in the area and should keep a safe working distance from them at all times, with dedicated onboard sensors, a robotic forklift may well be able to overcome many of these safety issues by improving operator situational awareness during both manned and unmanned modes of operation.

In addition, within a tactical environment, a robotic forklift could be operated remotely, day or night, from a safe location without the need for lighting. When a unit is operating in a hostile environment and receiving incoming fire, soldiers can take immediate cover while the semiautonomous forklift continues its operation and completes the forklift mission. Currently, in-theater SSA missions cease when under enemy fire. This potentially causes a backlog of unfilled orders. To get these supplies forward to combat units, our support soldiers continue to work long, hard, tedious hours to accomplish their mission. In many cases, this fatigues our most precious commodity, the American soldier, which can result in accidents that would not have happened under normal working conditions. The semiautonomous forklift could narrow the gap by being able to continue to work under fire.

What Does the Future Hold?

The agile robotics team will continue to refine the robotic forklift and explore unmanned capabilities that can enhance performance while maximizing soldier protection. The team plans to pursue several research and development directions in the coming years.

Current efforts are focused on continued capability development including: accurate pallet detection and localization; stable, efficient operation over uneven terrain; detection of nearby pedestrians, obstacles and vehicles; natural speech and gesture interfaces; RFID integration; and detection of shouted warnings. The team will also focus on development of improved manipulation capabilities (pallet stacking/subpallet manipulation), and recognition and execution of more abstract, higher-level voice commands. Other potential enhancements include operation in more adverse environments (dust, rain, snow, night, GPS-denied areas); multitask optimization (more robots, fewer operators/supervisors); integration with back-end automatic identification system/decision-support environments; improved sensor fusion and human/machine interface, including understanding of ground-guide hand signals and spoken directions; and improvements to the robotic vehicle form, fit and function. A follow-on prototype demonstration at an existing Army SSA or other venue is also being planned for late 2010.

Many of the concepts and capabilities resulting from this project will help shape how robots will interact with soldiers in the future. Application of robotics to the logistics domain will provide the larger Department of Defense robotics community an early example of how to use higher levels of autonomy in a relatively benign test environment.

Robotics systems will become integral parts of the logistics landscape. Today, robotics technologies are playing an increasingly important role in conducting operations in support of the war on terrorism. In the future, higher levels of autonomy in robotics systems will be used in conjunction with soldiers, systems and other assets to maximum effect.

Soldiers and logisticians of the future will rely on robotics systems to greatly improve soldier support while minimizing exposure to dangerous situations. Future platforms may one day have the ability to transform into various configurations, depending on the terrain and surroundings encountered, and play multifunctional roles within logistics and combat-support domains. With continuing technology advances, it is just a matter of time before many of these capabilities become more widely accepted and provide needed force-multiplication effects. ★

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Do You Follow a Stupid Order?

What do you do when you receive an order that just doesn't make sense? What should we, as leaders, do? This isn't about pointing fingers; after all, most of us can probably think of not-so-bright orders that we ourselves have issued. But this is a legitimate question and one that is valuable to discuss as a profession. The more that we understand these situations and ways to handle them, the better we can accomplish the mission, take care of our Soldiers, and support good order and discipline. Members of the CC forum have engaged in a lively conversation on this topic. Listen in as these leaders wrestle with the challenge of responding to a "stupid" order.

Matthew Ritchie
E/111 FA

There's a difference between "legal order" and "good idea." Plenty of dumb stuff is legal. Our oath compels us to follow legal orders, even if they're not the best ideas. It's also important to keep in mind that:

■ What looks dumb from our foxhole may make perfect sense at another level. Sometimes one section must sacrifice for the greater good.

■ It is a subordinate's responsibility to follow legal orders. It is also his responsibility to make clear to the boss—in a professional and appropriate manner—the costs and implications of following his instructions.

■ Don't go to the boss with a problem unless you have a solution to propose (if not three to propose).



CPT Richard Fifield (left) believes "... we all owe our leaders feedback on the outcome" of carrying out an "inappropriate" order: "... the issue is not with the 'stupid' order—it's with how we respond to it."

Cory Hinrichs
623rd Engineer Company

Here is my proposed negotiation strategy for dealing with a stupid order: Begin by knowing *all* of the responsibilities and constraints of your job, and be able to tie all of those responsibilities to regulations, SOPs and safety. Then, if you receive a stupid order:

■ Clarify the order and its intent. "If I understand you correctly, you want me to throw this dumbbell into the water to see if it will float?"

■ Speak from your experience base and gain valuable NCO input. "Sir, I can't remember a time that I was ever able to make a dumbbell float. Sergeant Major, can you?"

■ Prepare a risk assessment that shows how you are unable to reduce or eliminate the risks associated with dumbbell throwing and flotation.

■ If all verbal negotiation fails, ask for a FRAGO push or a written order authorizing the throw. Keep it in a safe place for later.

Richard Fifield
E/2-10 AV

If I receive an order from my boss that I find to be inappropriate, I owe him an explanation of what I see as the possible unintended consequences of that decision. If, after that immediate feedback, he still insists on the order, it is my job to carry it out, unless it's illegal, immoral or going to get someone hurt. After carrying out such an order, though, we all owe our leaders feedback on the outcome. All too often, people disregard orders they feel are stupid to enable the mission to succeed, but then the person who gave the order

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in the first place remains completely oblivious of his poor decision. Other times, the order is not executed because someone thought it was stupid, and the result is that an integral part of a bigger plan is not completed, a failure that is probably going to be discovered late because the subordinate wasn't aware of the bigger picture. So, the issue is not with the "stupid" order—it's with how we respond to it.

Aaron Titko
C/9 EN

The real question here is, "What do you do when you are told to do something when the tactical conditions for mission success have not been set?" After all, we deal daily with stupid orders in garrison that we execute with little more than grumbling. On the other hand, stupid tactical orders can get Soldiers killed. In Iraq, in 2004, I was ordered to construct traffic-control points on the north end of the city of Samarra. After discussing the tactical situation with the maneuver commander on the ground, it was clear to me that the conditions were not set for my engineer company to conduct the mission. In response, I traveled more than 90 minutes to have a face-to-face visit with my commander. We discussed the security shortfalls and options to mitigate the risk. At one point, we contacted the brigade commander extremely late at night and tried to get the mission changed. We were unsuccessful and were told to execute the mission regardless of the risk. At the end of the day, I put as much combat power as I could on the site—had infantry in overwatch, dedicated indirect-fire support and helo support. I mitigated the risk as much as possible; despite these efforts, we were still attacked by the insurgents and forced to abandon the construction project. My point here is that if you do not agree with an order given to you, you are duty-bound to question the order. If you are told to execute, regardless of your objections, you must then shape the situation to the best of your ability and mitigate the risk. What you must not do is disobey the order, refuse to execute the order or compromise your integrity.

Brian Murdock
Future Company Commander

I'm currently a platoon leader who just returned from an OIF rotation. I was in many situations in Iraq in which I received what I deemed to be stupid, nonsensical orders. What I did in those situations was voice my opinion to my company commander. In response, he would either: tell me to shut up and move out; listen and provide perspective about why the order seemed stupid but in fact was necessary; or push my concerns up to the higher level, provided the order hadn't originated from him. If I received the "shut-up-and-move-out" response, I would do everything I could to shape the execution of the order to minimize risk to my Soldiers and maintain a positive working relationship with my ISF counterparts … because if it seems stupid to you, it's going to seem twice as bad to the Iraqis. The most important thing to do as a subordinate leader is to conduct the "smell" test. If the order stinks, don't just salute and move out. Do everything you can, within the limits of good order and discipline, to shape the situation because at the end of the day you will stand in front of your Soldiers, take ownership of that operation and execute it.

Paul Yingling
A/25 FA (TAB)

When I was preparing my battalion for deployment to Iraq, I ran a COIN academy using the "train-the-trainer" concept. We assigned our veteran senior NCOs to give classes to platoon sergeants and above; the platoon-level leadership then trained their Soldiers. The CSM and I circulated among these classes to see how well our lessons were making it down to the Soldier level. During one platoon's class on patrol TTPs, I heard the following exchange between a platoon sergeant and a couple of younger Soldiers.

PSG: "Vary your routines. Don't do the same thing at the same time every day. Change up your SP times, routes, order of march and leader locations. The enemy is studying you to find patterns he can exploit."



"The most important thing to do as a subordinate leader," says platoon leader Brian Murdock (left), "is to conduct the 'smell' test. If the order stinks, don't just salute and move out. Do everything you can, within the limits of good order and discipline, to shape the situation."

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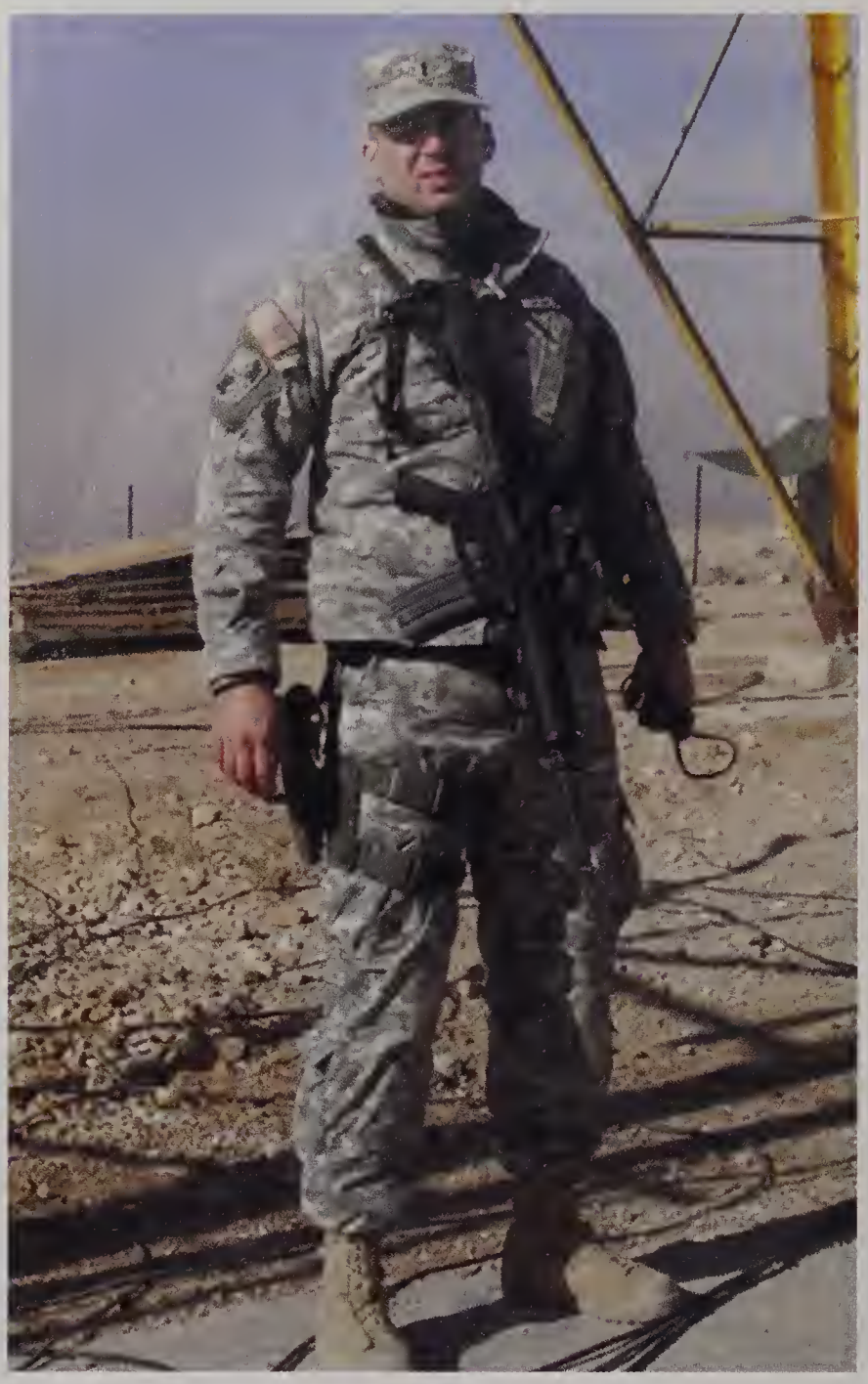


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For Garri Hendell, "Your job as an officer is to use your knowledge of the facts on the ground, your unit, the enemy and your commander's intent to achieve that intent. That includes using your judgment to vary the plan when necessary."

Soldier 1: "What if they make you leave at the same time every day? In my last unit in 2003 we had to go out the same gate at the same time every day."

Soldier 2: "My last unit tried that same sh**. Our LT used to fake maintenance problems so that we could change up our SP time."

PSG: "Now that's a good LT."

His platoon leader's eyes were as big as hubcaps after that remark. I told the PSG that he gave a great class, and that in our battalion the platoon leader had the authority to make decisions that would accomplish the mission and keep our Soldiers alive. My CSM and I agreed that the best ways to avoid "fake maintenance problems" were to empower our junior leaders and to lead by listening.

Joe Grigg
183rd Maintenance Company

This issue is about judgment—your own versus that of the individual who made the order. Lord knows there are people out there who, as GEN [Russel L.] Honoré put it, are "stuck on stupid." My saving grace has always been to follow the commander's intent and ensure the mission is accomplished. The rest are just details that micromanagers use to make themselves feel superior.

Garri Hendell
Future Company Commander

There is magic in the "commander's intent." If the order asks you to do A and doing A is really, really stupid, as a subordinate leader you can always pull out the commander's intent card. It goes something like this: "I know that you ordered A, but I knew that the reason you ordered A was because you wanted to achieve B. When the facts on the ground made it obvious that A wouldn't achieve B, I did C to achieve B." Your job as an officer is to use your knowledge of the facts on the ground, your unit, the enemy and your commander's intent to achieve that intent. That includes using your judgment to vary the plan when necessary to achieve the commander's intent. That's why this "dodge" always works—as long as you are otherwise a decent officer and your commander is a decent commander.

Anonymous

If the order is questionable from a legal or ethical standpoint or ventures into the realm of fraud, waste or abuse, request the order in writing. That is usually enough to make the source of the order pause, rethink, and either revise or rescind the original order. If the order is simply stupid, I recommend using e-mail or some other written medium to conduct a confirmation brief with the source of the order. This accomplishes several things: It clearly delineates the stupid order in writing and separates the source from the executor; It gives the source/commander/supervisor a chance to rethink the order; If the order stands, it will help you to more clearly understand the task, purpose and end state so you can execute that order with 100 percent effort, so that when you complete execution and the result is folly—not because of your doing but because the order was stupid in the first place—the written exchange can help protect you from blame, especially if your "leader" is the vindictive type and has no qualms about burying his subordinates if it helps him stand higher. The important thing is to know which battles are worth fighting. Sometimes a stupid order needs handling as described here. Most of the time, though, it's better for the unit and the command to just drink the Kool-Aid, press the "I Believe" button and execute.

Joseph Pedersen
A/2-58 IN

A general officer—and unfortunately I cannot remember who it was—spoke to the officers in my battalion and asked us what *officership* was. One of the things he pointed out was that we as officers do not take an oath to obey lawful orders, as enlisted Soldiers do. Instead, we take an oath to well and faithfully discharge the duties of the office upon

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Advice From Our Forefathers

In his book *Words for Warriors,* COL Ralph Puckett (Army Ranger hall-of-famer) writes, "If you believe that your commander is about to make a serious mistake with the action he is contemplating, it is your duty to object to the point of insubordination. To do otherwise would be disloyal. When your commander has listened to your arguments and says, 'That's my decision!', your job then is to salute, say, 'Yes, sir!', and move out. You are then to work extra hard to do what your commander wants."

COL Puckett goes on to coach us to object as forcefully as necessary, but to do so in a professional and respectful manner.

One of my heroes, GEN Matthew Ridgway, had a lot to say on this topic: "The military services deal harshly, as they should, with failure to carry out orders in battle. The commander present on the scene is entitled to full, instant and enthusiastic execution by subordinates. Yet when faced with different situations from those anticipated as well as in the transition from plans to orders, there sometimes comes the challenge to one's conscience, the compelling urge to oppose foolhardy operations before it is too late, before the orders are issued and lives are needlessly thrown away.

"Or the leader may be faced with the decision: Shall I take the responsibility of discarding the original mission? Shall I take the initiative and strive for success along different lines? He will have to put those questions to his conscience. 'Blind obedience,' said Napoleon Bonaparte, 'is due only to a superior present on the spot at the moment of action.' I concur. ... It has long seemed to me that the hard decisions are not the ones you make in the heat of battle. Far harder to make are those involved in speaking your mind about some harebrained scheme which proposes to commit troops to action under conditions where failure seems almost certain and the only results will be the needless sacrifice of priceless lives. ... In any action you must balance the inevitable cost in lives against the objectives you seek to attain. Unless the results to be expected can reasonably justify the estimated loss of life the action involves, then for my part I want none of it."

GEN Ridgway was referring to situations in which he was given missions as commander of the 82nd Airborne Division that he thought were suicidal: the drop on Rome in September 1943 and the proposed attack across a particular part of the Volturno River.

—Tony Burgess (A/2-35 IN, LRSD/25th ID)

which we are about to enter. In the end, we are the ones who will have to live with (or die with) our decisions. Every commander, every officer, every leader in the military should do what he or she judges is right, regardless of personal consequences. The day your career means more to you than your Soldiers is the day you should be relieved of command. If you are absolutely positive you are right, then you should be willing to stand trial for your decision. This is part of what makes being an officer so challenging.

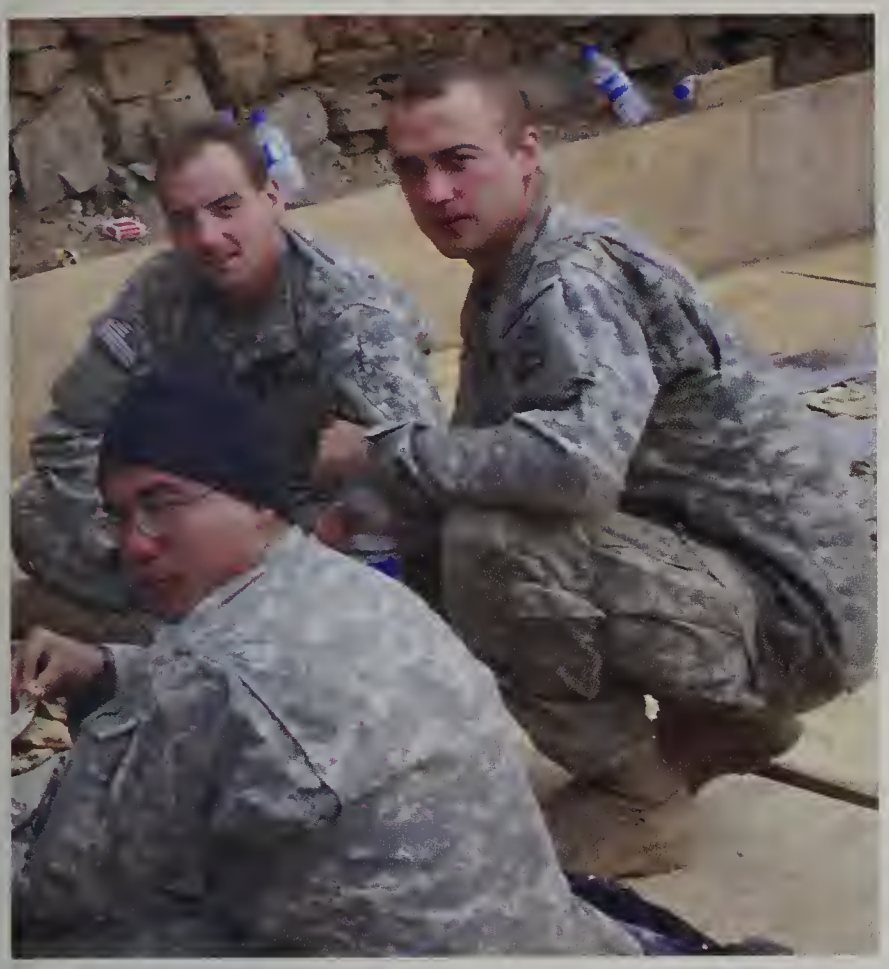
Carla Getchell

Future Company Commander

Blindly following an order that is stupid puts you at just as much fault as (if not more than) the originator of the order. I firmly believe that it is our responsibility as experts in our fields to correct a problem when we see it. I have witnessed, time and again, that great leaders surround themselves with smart people whom they trust and look to for advice and input. It is our duty to give those leaders exactly that. The difficulty lies in the "how" of making that correction. It's an art to address a bad order in a way that results in the necessary change. If I see an order that is wrong, I take to my leaders the reason it is wrong and how to fix it. I expect the same thing from my subordinates, and I have fostered an environment in which they are comfortable



"It's an art," says Carla Getchell, "to address a bad order in a way that results in the necessary change. If I see an order that is wrong, I take to my leaders the reason it is wrong and how to fix it."



Mike Schmidt (right) believes candid discussion enables leaders to "identify the orders that make sense in isolation but just don't make sense on the ground." The challenge, he says, is not identifying the problem, but "opening the lines of communication."

coming to me with necessary changes—but they must provide good justification that is backed up with intelligent reasoning and facts. My first priority is to the mission, and then to my Soldiers. I am failing in my duties if I allow orders to pass that do not provide for mission success or the safety and proper utilization of my Soldiers.

Mike Schmidt
C/3-71 CAV

I have this theory. For grins, let's call it the theory of silver bullets and dumb-dumb rounds. Everyone is probably already familiar with silver bullets. I first heard of the silver-bullet concept from one of my mentors. He used it when referencing his senior-rater profile as well as when making the decision whether or not to give someone a strong personal recommendation. The idea is that you have to be very conscious of the accolades you hand out. If you aren't, your accolades become meaningless.

On the other end of the scale, you have dumb-dumb rounds. These are the stupid orders we issue, whether they be of our own making or those we execute as part of a larger plan (since we all strive to issue all orders in our own name, right?), and whether they be minor in nature or potentially life-threatening, they all count. We can fire a dumb-dumb round every now and then, and it won't be a problem. Our soldiers know we are human. As long as they know we give a damn and do our best to look out for them to the best of our abilities while accomplishing the mission, they will rarely give it a second thought. The problem comes when the firing of dumb-dumb rounds becomes a regular affair. When this happens, there are two issues we need to be concerned with. The most immediate is the potential for our Soldiers to get tired of the BS and to start taking it upon themselves to determine which orders are worthy of following and which ones are not. I won't belabor that point. The larger issue is that it's an indicator of a fundamental problem within the chain of command: lack of respect and communication.

Despite our best efforts, stupid orders are going to occur. Ideally, we are operating in a command climate in which candid feedback is accepted and encouraged. It's through these discussions that we identify the orders that make sense in isolation but just don't make sense on the ground. If leaders do not have faith in the competence of their subordinates, seek their input and take action when they receive sound advice, then these discussions will be suppressed and it will only be a matter of time before your dysfunctional family of leaders gets someone killed.

As I look back on my own experiences, the answer to the question of whether or not to follow a stupid order is something along the lines of: "Never let it get to that." Identifying the problem is rarely a challenge. The challenge is opening the lines of communication and developing the mutual respect required to make the relationship work. No matter how frustrating the endeavor, never quit! Knowing that a stupid order was moral and lawful doesn't make the aftermath any easier to live with.

We would like to acknowledge and thank MG Michael Oates, whose challenge to an audience of soon-to-be officers—"Okay, what about when you get a stupid order? What do you do? Do you follow a stupid order?"—inspired this conversation in the CC forum.



AUSA Sustaining Member Profile

The Ranger Group

Corporate Structure—Founded: 2006. CEO: Mark (Ranger) Jones. Headquarters: 8180 Greensboro Drive, Suite 700, McLean VA 22102. Telephone: 703-544-3089. Web site: www.ranger-group.com

The Ranger Group is a service-disabled veteran-owned small business and an 8(a)-certified company with a history of satisfied clients and quality projects. The Ranger Group serves a broad range of clients including all components of DoD, classified agencies, commercial complexes, public institutions, municipalities, hospitals and federal facilities. The company is available to serve all major markets within the 50 states and outside of the continental United States.

Under the leadership of U.S. Army veteran Mark (Ranger) Jones, the Ranger Group offers a full array of niche construction and professional-services capabilities, supporting the building industry with decades of experience in engineering, commissioning, energy, program management and power. At the forefront of what the company offers is a commitment to the soldier: Ranger Jones participates as a trustee of the Fisher House Foundation and the Command and General Staff College Foundation, designed to promote leadership development and encourage excellence.



Mark (Ranger) Jones

Founded in 2006, the company has continued to grow and expand by building industry partnerships, refining the niche services offered and hiring the best in the field. The Ranger Group has created a formidable professional-services business composed of seven technical divisions including program management, design/mechanical and electrical engineering, commissioning, energy and asset performance, building automation and controls integration, power engineering, and logistics. The Ranger Group personnel have core expertise in mission-critical facilities, health-care facilities, data centers, energy, power plants, and central plant design and engineering. The Ranger Group understands complex projects and client needs.

Program Management

The Ranger Group's program-management team provides customized services required for sophisticated projects throughout the planning, design, construction and postconstruction phases. The team's purpose is to take the pressure off clients by providing specific expertise for all facets of the delivery process to achieve the projects' objectives. By confronting complex issues from site selection, site preparation, technology infrastructure and zoning to the finished project, the team ensures that projects are completed on time and within budget. The team provides project-management planning, cost and schedule control, time management, contract administration and safety management needed to manage projects from start to completion.

Design/Mechanical and Electrical Engineering

The design/mechanical and electrical engineering team provides specialized concentration in the innovative design and engineering of mission-critical facilities such as data centers, command-and-control centers, trading floors, call centers, telecommunication switch sites, digital broadcast facilities and complex structures.

Commissioning

The commissioning team is an independent, third-party, Associated Air Balance Council-certified commissioning authority. The team verifies the reliability of all components and systems within a facility by utilizing its proven commissioning processes and providing documented confirmation of the facility's functional and performance requirements. The commissioning team's success is directly attributable to an experienced and knowledgeable staff that is aware of problems that can have an adverse effect on the successful operation of mission-critical facilities.

Energy and Asset Performance

With core capabilities in energy and asset performance, this team understands the complex interrelationships among heating, ventilating and air-conditioning (HVAC) controls, control programming, energy-consuming devices and all of the other factors that contribute to high energy bills and uncomfortable building occupants. Identifying the full range of energy-saving options requires a higher level of analysis and a company with a broader view of a building's (or a campus') energy use. The Ranger Group sees the bigger picture. To ensure that the team meets the needs of the client, the staff collects and analyzes data from the field and other sources to determine the magnitude of potential cost-saving opportunities for all major building systems.

Building Automation/Controls Integration

The Ranger Group's controls-integration team is one of the nation's largest independent controls-integration companies with a mission-critical industry focus. The controls-integration team provides expert, innovative solutions that address the interrelationships among HVAC controls and their associated programming, energy-consuming devices and infrastructure systems that contribute to system inefficiencies, reduced reliability and high energy costs. The team's proven approach in energy audits and development coupled with solid measurement and verification has led to highly reliable and efficient projects that have exceeded clients' energy cost-reduction projections.

Power Engineering

The power and control team focuses on power-generation projects including cogeneration or combined heat and power plants, electrical balance of plants for small and midsize gas turbines, and biomass and fossil-fuel plants for mission-critical facilities and utility companies. This team is a resource for clients who want to maximize the use of clean, reliable and efficient on-site energy generation including cogeneration, biomass and other environmentally friendly energy resources. The team's experts utilize several quality methods in their design and analysis.

Logistics

The Ranger Group's logistics team offers clients a unique set of supply-chain solutions for facility planning, construction and management. The team provides the management, technical and supervisory skills that ensure the proper integration of a facility's electrical, mechanical, monitoring and controls infrastructure. The coordination between the manufacturers of the critical electrical-support equipment and the installing contractor is paramount to the success of the project and the ongoing operation.

Soldier Armed

XM-25 Counter Defilade Target Engagement System

By Scott R. Gourley

Now in the final months of its technology-development phase, the XM-25 Counter Defilade Target Engagement (CDTE) System will allow warfighters to fire 25 mm munitions—including high-explosive airburst, armor-piercing, antipersonnel, less-than-lethal, training and breaching rounds—against point targets at ranges out to 500 meters and area targets out to 700 meters.

Most importantly, the system will provide soldiers with revolutionary tactical capabilities through the XM104 individual small-arms target-acquisition/fire-control system that integrates thermal capability with direct-view optics, laser rangefinder, compass, fuze setter, ballistic computer, laser pointer, illuminator and internal display to permit the engagement and defeat of targets hidden in defilade conditions.

LTC Chris Lehner, U.S. Army product manager, Individual Weapons, calls the XM-25 CDTE a game changer, adding, "Our enemies right now in Afghanistan stand off at distance, on a hill, behind a rock, and often engage our forces with plunging fire."

Summarizing the tactical advantages of that plunging fire, he said, "Often they will stand outside of the range of the 5.56 mm weapons that we have at the squad level. The XM-25 weapon system actually fires farther and more accurately than what we have at the squad level now. It also delivers a high-explosive warhead that delivers 'shrapnel' over a pretty good distance. So now that enemy firing at us from behind a small rock or behind a wall on top of a hill or in a cave, who was relatively protected from direct-fire weapons like our M4s and M249s, is no longer immune. Now we can put that round [up] to 700 meters and have it blow up on the other side of that wall, taking him out."

The prime contractor for the development of the XM-25 CDTE is Alliant Techsystems, with major supporting contributions from L-3 Communications/Brashear (target acquisition/fire control); Heckler & Koch Defense Gmbh (airburst weapons); and Alliant Techsystems (ammunition).

Noting that the XM-25 CDTE technology-development effort has garnered significant joint service interest and support, LTC Lehner said, "Two things need to happen before we get out of Milestone B [the transition between the technology development and the engineering and manufacturing development (EMD) phases of the program]. First, we need to have funding, and we were recently fully funded for research, development, test and evaluation, and production of this weapon system throughout the next four years of the program objective memorandum. That was one of the things that needed to happen. The other thing is a requirements document that has been approved at the level at which this weapon is going to be used. This capability-development document has gone up and is now at Headquarters, Department of the Army, where it's being staffed. But then, because of the joint service interest, it needs to be staffed and approved at the joint level."

While the requirements-approval process could take another six to 12 months, LTC Lehner was quick to highlight the continuing technology development during this period. "We're certainly not being held back in making improvements on this design because of some signatures and review of the requirements," he said.

Following a safety release in the August 2009 time frame, soldiers have been able to begin firing the high-explosive airburst round, with the weapon on their shoulder, while wearing full combat gear.

"That has allowed us to put soldiers in scenarios very similar to combat, and



The XM-25 Counter Defilade Target Engagement (CDTE) System, now in final technology-development phase, will provide soldiers with point- and area-target ranges of 500 and 700 meters, respectively.

Photographs: U.S. Army/PEO Soldier



The prime contractor for the development of the XM-25 CDTE is Alliant Techsystems, with major supporting contributions from L-3 Communications/Brashear (target acquisition/fire control); Heckler & Koch Defense Gmbh (airburst weapons); and Alliant Techsystems (ammunition).

they can then give us feedback," LTC Lehner said. "They can tell us how hard it was to 'laser rangefind' a particular rock and then launch a round behind that rock, where an enemy fighter might hypothetically be. They can tell us how it was on a windy day or a rainy day. They can tell us about the recoil or suggest improvements to the weapon system. Now that we have soldiers in the loop, and they are able to fire the real high-explosive airburst round, we can get back that critical information that we need to make these improvements while we are still in the tech-development phase, moving towards Milestone B."



The XM-25 high-explosive airburst round.

He added that the ability to employ the systems in "limited-user assessment types of environments" is allowing soldiers to begin the initial development of the tactics, techniques and procedures they will eventually use in combat.

"This weapon is not replacing any other weapon. It's not like it will replace mortars or the 40 mm. Instead, it will be an additional capability that will give soldiers a very rapid, direct-fire support that can also get behind obstacles, whereas the only way to do that before had been with the 81 mm mortar or 40 mm M203. Those were often very inaccurate, however. Now we have a very accurate weapon that can be used in the assaulting force as well."

Compared with other systems, the capabilities and accuracy of the XM-25 also represent the kinds of tactical traits that will minimize collateral damage in counterinsurgency/urban environments.

Looking to fiscal year 2011 and beyond, LTC Lehner expressed the hope and belief that the program will be "past Milestone B and working its way towards Milestone C [the transition between the EMD and production and deployment phases]. Essentially what happens is that our design becomes more and more solidified during the period between Milestones B and C, and, as we make those changes, we have to make sure that the changes are 'production representative' of the final product. So we will prove out testing. We will build a number of these weapon systems in what we think the final design will look like, and we will send several hundred rounds, if not more, through them to judge things like reliability, durability, ergonomics, soldier-interface issues and operations in extreme temperatures."

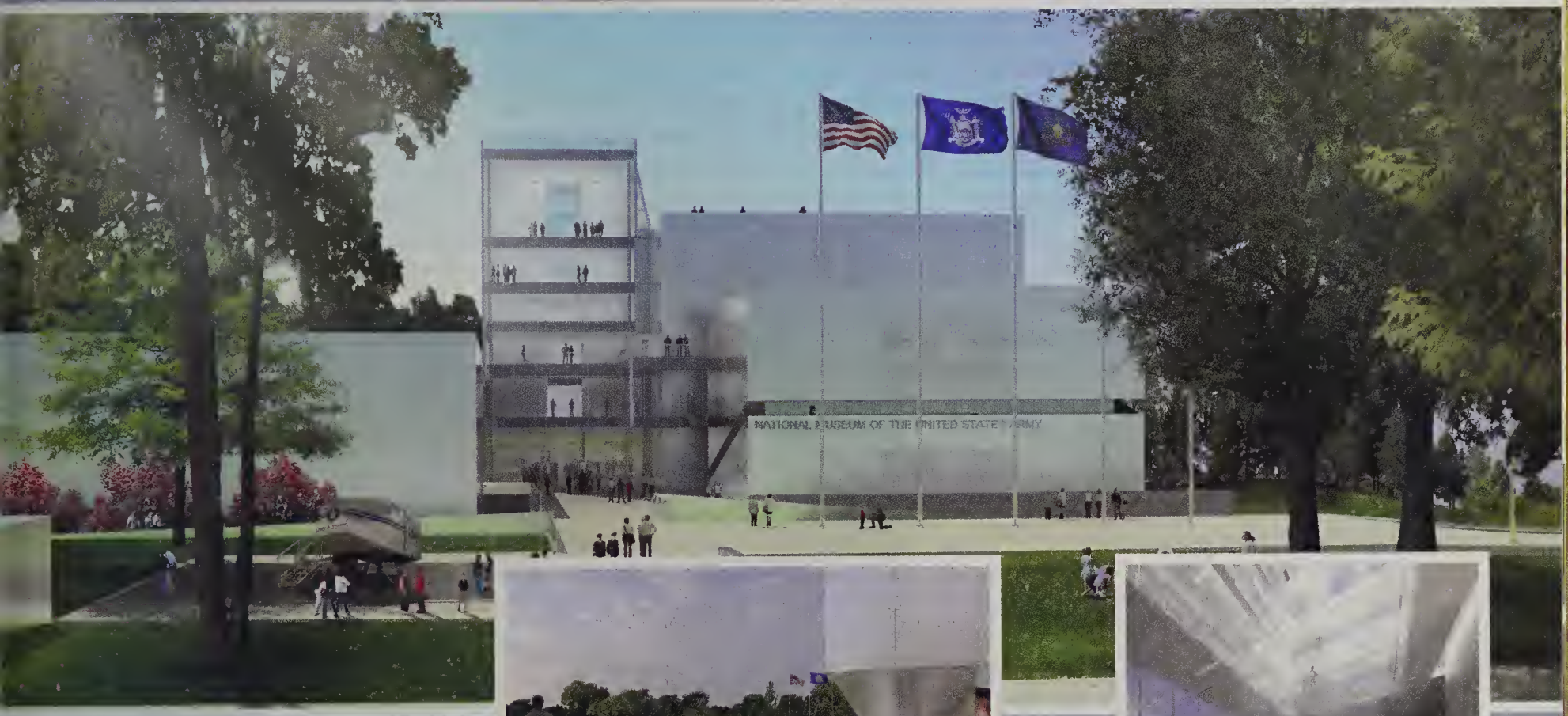
That prequalification and prove-out testing will lead to a critical design review board, locking in a final design that will then move forward toward type classification and full materiel release after Milestone C. LTC Lehner explained that the expense of the XM-25 high-explosive airburst round has also been addressed through a test process that optimizes both live-fire and modeling and simulation efforts.

"You're doing all of this in the current tech-development phase and then, after Milestone B, in the EMD phase. It seems like a lot, but you want to make sure that there are no second- or third-order effects," he said. "For example, if you lighten something up—this was 17 or 18 pounds, but it's now down to about 12.5 pounds—you want to make sure that the lighter component is rugged and durable and does not affect the overall efficiency of other parts of the weapon.

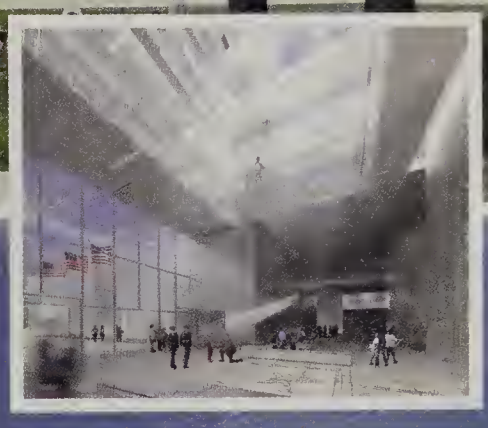
"This is a game changer," LTC Lehner concluded. "And it's not just us saying that: Most people in the Army see this as a revolutionary weapon system. We were fully funded for this weapon even before a requirements document has been approved. That means that there are a lot of champions of the project at the highest levels of the Department of the Army who have said, 'This is a game changer. We will put money against this even though a requirements document is not fully staffed all the way through the joint level.' And that's huge." ★

COMING SOON

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Conceptual renderings as of August 2009.

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Reviews

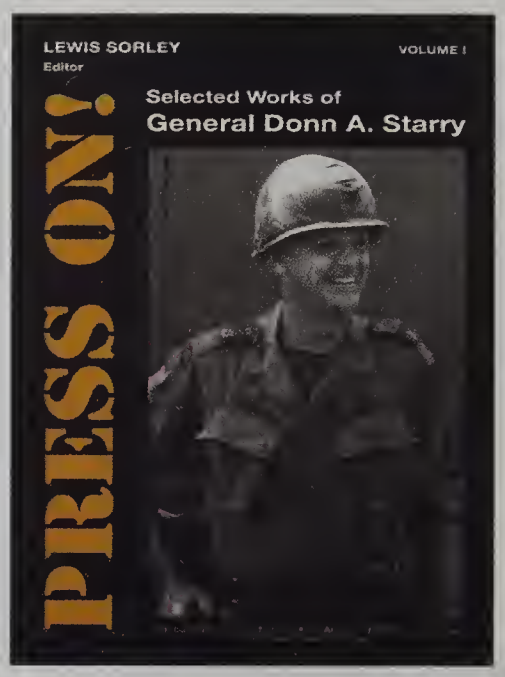
Rebuilding the Post-Vietnam U.S. Army

Press On!: Selected Works of General Donn A. Starry, Volumes I and II. *Edited by Lewis Sorley. Combat Studies Institute Press. 1,341 pages; black-and-white photographs; index.*

By GEN William R. Richardson
U.S. Army retired

If you want to understand how the U.S. Army resurrected itself after the Vietnam War and proceeded to design and build an Army that could take on the Warsaw Pact and win, you would be well advised to delve into the collective writings and speeches of GEN Donn A. Starry, all exceptionally well put-together by historian Lewis (Bob) Sorley in a two-volume set entitled *Press On!* (which happens to be a favorite Starry statement, recognized by those who worked for him). No one but Starry had such a strong hand and a smart mind in this rebuilt Army. He was clearly the right person for the right jobs at the right times. He knew how to make things happen in the arcane world of doctrine, combat and training developments. Father of the AirLand Battle doctrine and the Army 86 studies, both of which led to the Army that was successful in Desert Storm and later in the drive to Baghdad in the Iraq War, Starry brings to the reader of *Press On!* an amazing amount of useful material that explains how to prepare for war.

The first volume is replete with the story of armor in the U.S. Army, but it also covers related topics such as the battlefield, doctrine, force structure, leadership, military history, modernization and planning. It begins with a 22-page "Reflection" by Starry, an exceptional summary of the Army from World War I onward. It presents the reader with Starry's views on the problems with the Vietnam War and what was not taking place during that period of conflict. Volume II follows with chapters on soldiers, strategy, training, values and the Vietnam War, among others. It closes with seven oral-history interviews with Starry on his life and career. Two compact discs are included in the collection. One contains the full text of the book-length monograph *Mounted Combat in Vietnam*, written by Starry with staff assistance at Fort Knox, Ky., in 1978. The second compact disc shows Starry as a speaker and briefer and includes some of his presentations, including "Sergeants' Business," "Tanks Forever" and a classic version of AirLand Battle.



Sorley has written an outstanding 16-page prologue. It describes Starry's life, beginning with his early days in the Army as a cadet at West Point and his first duty station in Europe with the 63rd Heavy Tank Battalion, 1st Infantry Division, where his battalion commander was then-LTC Creighton W. Abrams Jr. The prologue covers Starry's second tour in Europe in command of the 1st Medium Tank Battalion, 32nd Armor, and then describes his two tours in Vietnam, one with great distinction as the commander of the 11th Armored Cavalry Regiment, where he proved to many nonbelievers that a mechanized force could be of great advantage in the jungles of Southeast Asia. As a redeployment planner for GEN Abrams, Starry saw what he considered a grave error on the part of GEN William C. Westmoreland, then the Army Chief of Staff. Abrams wanted to redeploy intact units and argued fiercely for this approach, but Westmoreland decided to redeploy by individuals, so as to return those who had been in Vietnam the longest. Abrams told Starry: "I probably won't live to see the end of this, but the rest of your career will be dedicated to straightening out the mess this is going to create."

In May 1973, Starry received his second star and was posted to take over the Armor School, with this guidance from Abrams: "Don't screw up the tank program. Just start with the doctrine, describe the equipment requirements, reshape organization. And get the Army off its ass!" Starry was blessed with a most unusual but equally smart boss, GEN William E. DePuy, commander of the newly formed Training and Doctrine Command (TRADOC). Working together, these two would frame the operational concepts for how the U.S. Army would prepare to fight the next likely war—against the Soviets.

Later in 1973, the Yom Kippur War hit the front pages. Realizing that this war would provide important lessons, Abrams sent Starry and then-BG Bob Baer, the program manager of what would become the Abrams Tank, to Israel. They walked the battlefields and talked to the Israeli leaders, coming away with a clear view of the armored battlefield of that war. In *Press On!*, Starry cites several lessons from that war: the density and lethality of modern weapons; the advantages of long-range antitank guided missiles; the problems with command and control; and the winner will be the side that seizes the initiative and holds it. DePuy wanted to focus on the tactical level of war first, then deal later with the operational level. He had learned his lessons in both World War II and in Vietnam, where he saw inadequate tactics being employed and poor leadership and training at the small-unit

level. Starry agreed with this approach, and he coupled their concerns with the lessons of the Yom Kippur War to come up with an operational concept that could be implanted in the minds of Army combat leaders.

Led by DePuy, but authored in critical parts by Starry with support from the TRADOC school commandants, the Army produced in 1976 Field Manual (FM) 100-5 *Operations*, which spelled out how to fight when outnumbered and win against the Warsaw Pact. This version of FM 100-5 encompassed what became known as the Active Defense doctrine. It focused on the key Soviet concepts of mass, momentum and continuous land combat. Using this new doctrinal approach, U.S. Army Europe now was able to form an approach to combat at the tactical level of war, which offered a reasonable potential for success.

When DePuy retired in 1977, Starry—having spent 16 months as the commander of V Corps in Europe, where he followed the essence of Active Defense—now returned home to become the next commander of TRADOC. No one was better suited for this key Army job. He knew exactly what needed to be done to move to the next stage in rebuilding the Army. He saw the need at the time to modify the Active Defense approach and look at the broader scope at the operational level of war. His operational concept was to see deep to find the follow-on echelon, move fast to concentrate forces, strike quickly to attack before the enemy can break our defenses and finish the fight quickly before the second echelon closes. Frequently called the Extended Battle, Corps Battle or Deep Attack, Starry put the TRADOC staff and commandants to work on revising FM 100-5. He coupled this operational concept with Army 86 changes to the heavy division and the corps. These changes encompassed the addition of five new major weapons systems that would be critical to what became the AirLand Battle doctrine, which was well laid out in the 1982 version of FM 100-5.

Starry got the Army leadership and the TRADOC commandants to understand that going to war must begin with an operational concept for why you are going to war, what the purpose is, and how you plan to organize and fight it. This, to Starry, was simply fundamental in the business of warfighting. From the operational concept, doctrine on how to fight is then derived. Starry had one immutable principle: doctrine rules. All else—such as combat developments, force and organizational design, and training—must derive from and be driven by doctrine. He also insisted that those who teach in the TRADOC schoolhouses must also be the ones who will write the doctrine—there was to be no ivory tower for the doctrine writers. Starry created the position of deputy chief of staff for doctrine and put in that position a perfect fit, BG Don Morelli, whose job it was to develop TRADOC's concepts and then to "ride herd" on the schoolhouses and Fort Leavenworth, Kan., where the doctrine would be written and taught. Starry would say that "doctrine is what you teach."



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The Army never goes to war without the other services, particularly the U.S. Air Force. Hence, Starry engaged his counterpart at the then-Tactical Air Command, Gen. Wilbur L. Creech, in a number of initiatives to seek the best possible agreements for offensive air support, battlefield air interdiction, suppression of enemy air defenses and joint attack of the second echelon, always seeking what he knew Army forces needed in a fight—things they did not always get. Creech was a strong supporter of what Starry wanted, but often the Air Staff in the Pentagon had other ideas. Starry longed for the day when the U.S. Air Force would give the Tactical Air Command the same responsibility for developing doctrine as he had in the Army.

Following his four years at TRADOC, Starry was assigned to U.S. Readiness Command (REDCOM), the forerunner of today's Central Command. While there, he felt that joint doctrine was something that he could handle better than the Joint Staff. He tried hard to get this responsibility but lost out to parochial interests on the part of the Joint Staff. Even today, the Joint Staff is reluctant to provide this authority to the current counterpart to REDCOM, Joint Forces Command.

Press On! has a wealth of information for those who want to understand better how to build and train an army. Starry's principles are just as applicable today as they were in the 1970s and 1980s. A zealot for the armored force, his "Tanks Forever" article that ran in *ARMOR* magazine, July-August 1975 (included in *Press On!*), is a masterpiece in explaining why tanks are necessary. Always believing that the secret to winning is not in numbers but in mobility, he steadfastly sought to restore mobility to battle. He advocated that "properly employed, the tank not only can survive on the battlefield, [but] it will dominate the battle." As in many of his speeches, he ends that article with the statement that "the clear lesson of war is that in the end, the outcome of battle depends on the excellence of training, the quality of leadership and the courage of our soldiers. It is also quite clear that the side that thinks it will win, usually does."

On more than one occasion when Starry gave a talk on leadership or discussed values, he used four Cs to express his personal views. These were competence, commitment, candor and courage. Those four words speak volumes about GEN Donn A. Starry. He has a legion of devoted followers, and I count myself as one of them.

Note: *Press On!* is not commercially available. The Army is placing sets in its major libraries and research facilities. Other needs are being met by making the entire work accessible online at http://cgsc.leavenworth.army.mil/carl/resources/csi/csi.asp.

***GEN William R. Richardson**, USA Ret., is a former deputy chief of staff for operations and plans, and Training and Doctrine Command commanding general.*

Evolution of WWII Pacific Strategy

Allies Against the Rising Sun: The United States, the British Nations, and the Defeat of Imperial Japan. *Nicholas Evan Sarantakes. University Press of Kansas. 458 pages; maps; black-and-white photographs; index; $39.95.*

By COL Stanley L. Falk
AUS retired

The possible participation of British armed forces in the final assault on Japan was one of the most contentious issues to be settled between the United States and its World War II British allies. Both sides wrestled with this question, both within their own military and political quarters and with each other. If British ground, air and naval forces were to be involved, how, when and where would they be committed and with what types and size of forces? This problem has been addressed in a few previous publications, but Nicholas Sarantakes, who teaches at the U.S. Naval War College, has written probably the most detailed description of the arguments and negotiations within and between the United States, Great Britain, Australia, New Zealand and Canada: *Allies Against the Rising Sun.*

This comprehensive, widely researched account focuses on three crucial issues. Why, in the first place, did Britain want to take part in the invasion of Japan and in operations leading up to it? Secondly, why did the Commonwealth nations, with little popular support at home for their inclusion, nevertheless insist on joining in? Finally, why did the United States accept British and Commonwealth participation despite strong military arguments against this?

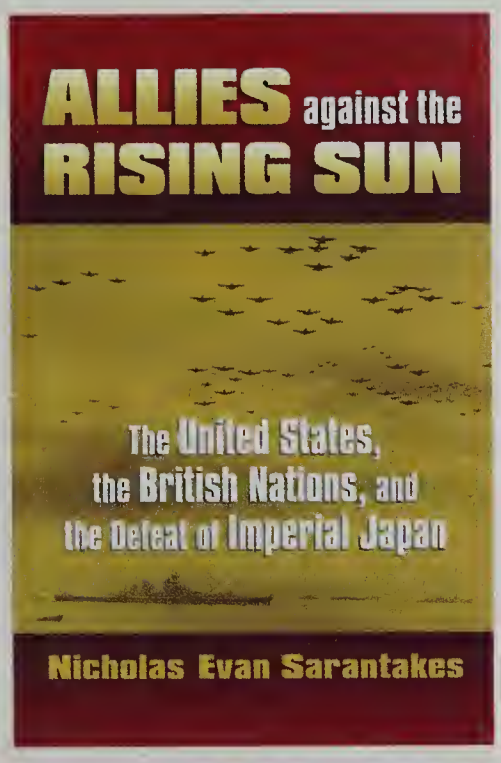
Sarantakes argues that the primary motivations of all the allies were political rather than military. Both London and Washington ultimately understood that postwar cooperation between the two allies would rest in large measure on British contributions to the decisive operations of the war. British attempts to simply regain their lost Asian colonies rather than joining the final assault on Japan could well turn American public opinion against continuation of the successful wartime collaboration between the two nations. The British also hoped to demonstrate to the Australians their willingness to stand with them to defend their interests. The Commonwealth nations, in turn, hoped to increase their influence and standing with Great Britain while also strengthening Britain's ability to promote their interests in world affairs. The United States understood that heavy American casualties that might have been alleviated by British participation in the anticipated bloody Japanese invasion would be disastrous politically at home. And all concerned basically realized that a cooperative effort against Japan would serve the interests of all the allies, not simply those of any particular one.

These conclusions were not easily reached, however. The arguments within the British government between

Prime Minister Winston Churchill and his senior military leaders were particularly acrimonious. Churchill continued to insist on regaining Britain's lost Far East possessions: "I have not become the King's First Minister in order to preside over the liquidation of the British Empire," he declared. He consistently argued for operations in Southeast Asia, particularly the recapture of Singapore, rather than focusing on invading Japan. The British chiefs of staff in turn viewed such operations as peripheral, arguing for what they insisted was the more proper and efficient use of British forces to assault Japan directly.

The struggle in London continued throughout the war—Churchill clinging stubbornly to his views, then appearing to yield to the chiefs' arguments, and then reversing himself shortly afterwards. Not until the eve of the July 1945 Potsdam Conference did the prime minister finally acquiesce in the chiefs' view of Pacific strategy. It had been a long, hard struggle that constantly infuriated his military advisors.

The disagreements within the American government were mild by comparison. President Franklin D. Roosevelt favored British participation and left it to his Joint Chiefs to work out the strategic details. With one exception, all favored British inclusion in the final operations. Only ADM Ernest J. King, the chief of naval operations, strongly opposed the introduction of British fleet units into the Pacific, a position he held without success throughout the war. Other questions that had to be ironed out concerned command and control, logistics, the utilization of British airpower, and the precise use to be made of British and Australian forces, but these were ultimately settled by the American chiefs of staff and their British counterparts.



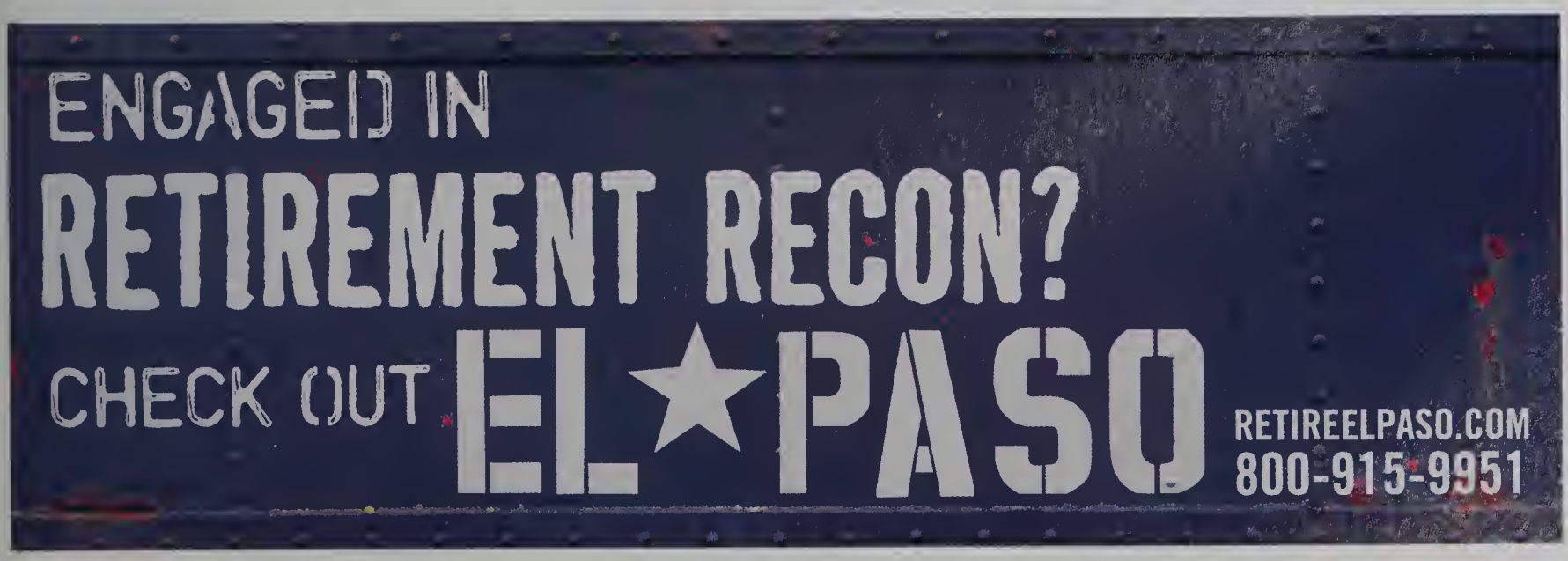
In describing these developments, Sarantakes provides detailed biographical portraits of all the key individuals involved—Britons, Americans, Australians, New Zealanders and others. He goes deep into the discussions in London and Washington as well as in the capitals of the British dominions. Also, to show some of the pressures on Japanese and American leaders, he offers detailed chapters on the firebombing of Japan and the fierce land and sea struggle for Okinawa. Other chapters cover the roles of British fleet units in supporting the Okinawa campaign and in other late operations.

Concentrating as it does on the great strategic decisions about British involvement, *Allies Against the Rising Sun* has practically nothing to say about earlier important British and Australian contributions to the war against Japan. British operations opposing large Japanese formations in Burma and the crushing defeat inflicted on the latter are scarcely mentioned. Nor is there a single reference to the essential role of Australian forces in halting and turning back the initial Japanese offensive in New Guinea in 1942—nor to the continued efforts of Australian and New Zealand land, sea and air forces to hold and destroy Japanese forces in that area.

Indeed, at one point most of the divisions in GEN Douglas MacArthur's Southwest Pacific Area command were Australian. Finally, Sarantakes has nothing at all to say about the vital Anglo-American collaborative efforts in communications intelligence or, for that matter, in the development of the atomic bomb that ultimately brought about Japan's surrender.

These omissions are disappointing but not critical to Sarantakes' main theme. *Allies Against the Rising Sun* is an important volume that throws considerable new light on the evolution of Pacific strategy in World War II. For American readers, it is particularly valuable for showing the difficult, acrimonious relationship between Churchill and his chiefs of staff. That picture alone is worth the price of the book.

***COL Stanley L. Falk**, AUS Ret., Ph.D., is the author of* Seventy Days to Singapore *and other books on World War II in the Pacific.*



Overdue Examination of a Climactic Campaign

D-Day: The Battle for Normandy. *Antony Beevor. Viking. 608 pages; maps; black-and-white photographs; $32.95.*

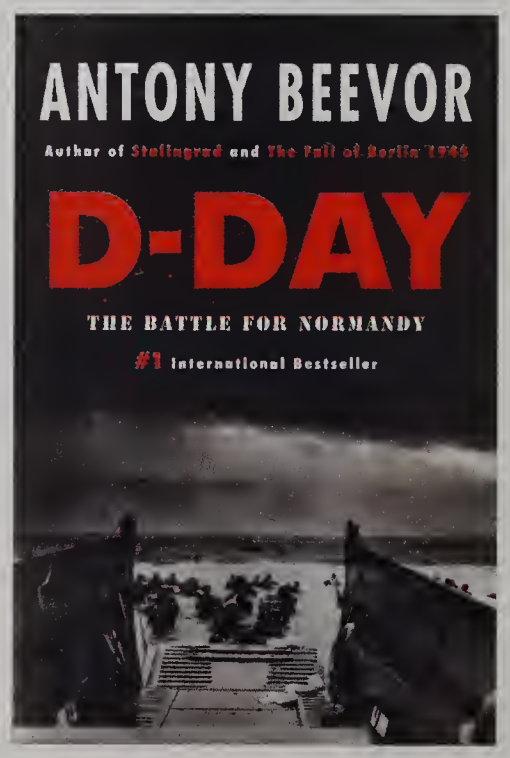
By COL Cole C. Kingseed
U.S. Army retired

Six-and-a-half decades after V-E Day, the campaign in northwest Europe following D-Day still fascinates us. There has not been a comprehensive account to address the Battle of Normandy from D-Day to the liberation of Paris since John Keegan's *Six Armies in Normandy*, which was published in 1982. Antony Beevor fills the gap with *D-Day: The Battle for Normandy.* Known primarily as an Eastern Front historian, Beevor is the award-winning author of *Stalingrad* and *The Fall of Berlin 1945.* In examining the climactic campaign in northern France, Beevor provides a superb prequel to his *Paris After the Liberation.*

In compiling his history, Beevor researched more than 30 archives in six countries. *D-Day* is based on combat diaries and letters, official reports, and personal accounts of the combatants. Excellent maps, strategically placed, greatly enhance the text, as does a glossary of important military terms that facilitates the general reader's comprehension of acronyms and military organizations.

Dedicating less than one-third of his book to D-Day itself, Beevor's account of the landing at Omaha Beach is particularly outstanding. Within a few hours after the first troops landed, Omaha Beach was "just one big mass of junk, of men and materials," one officer reported. A 1st Division soldier from Minnesota wrote home describing the carnage in the first assault wave: "It was awful. People dying all over the place ... I've never seen so many brave men who did so much." Beevor reserves his highest praise for BG Norman Cota, assistant division commander of the 29th Infantry Division, who waded ashore less than an hour after the lead elements of the 29th Division struck Dog White beach. Following a hasty reconnaissance, Cota led a makeshift brigade inland and finally silenced the German defenders opposite the Vierville draw.

Good as his description of the fighting on "Bloody Omaha" is, Beevor's account of the adjacent landings lacks the detail of Cornelius Ryan's *The Longest Day* or Stephen Ambrose's *D-Day.* Take the Ranger assault on Pointe du Hoc, for example. Beevor notes, "The guns were lying a little way inland and were soon dealt with." No mention is made of Rangers Leonard Lomell and Jack Kuhn, who



personally destroyed the German battery. Nor is much said about the intense fighting from individual paratroopers who seized the bridge at La Fiere, just west of Sainte-Mère-Eglise.

In examining the subsequent campaign in Normandy, however, Beevor hits his stride. Prone to presenting more narrative than analysis, Beevor excels in his description of conditions within the Falaise pocket as "impossible to imagine if you had not seen it." One German survivor remembered, "Ambulances packed with wounded were carbonized. Ammunition exploded, *panzers* blazed and horses lay on their backs kicking their legs in their death throes. The same chaos extended in fields far and wide. Artillery and armor-piercing rounds came from either side into the milling crowd." Beevor disputes the initial claims of the U.S. Ninth Air Force and of the Royal Air Force that airpower achieved a decisive degree of destruction among the fleeing German forces. Citing operational research reports, Beevor states that of 133 armored vehicles destroyed within the pocket, only 33 had been hit by air attack. Far more effective was the destruction of about 700 soft-skinned vehicles, nearly half of which had been destroyed by air attack, mostly cannon and machine-gun fire.

In addition, Beevor provides the most balanced assessment of the major combatants and the postwar squabble between Allied generals over the conduct of the campaign since Martin Blumenson's *The Battle of the Generals: The Untold Story of the Falaise Pocket—The Campaign That Should Have Won World War II.* British general Bernard Law Montgomery, in particular, emerges as an egotist whose battlefield performance was mediocre and cautious. "Almost single-handedly," Beevor opines, Montgomery "managed in Normandy to make most senior American commanders anti-British at the very moment when Britain's power was waning dramatically." According to Beevor, Monty's behavior "constituted a diplomatic disaster of the first order."

Perhaps Beevor's greatest contribution to our understanding of "the other side of war" lies in his portrayal of the extraordinary sacrifices endured by French civilians during the campaign in Normandy. Beevor opines that "the cruel martyrdom of Normandy [where 19,890 French civilians were killed and a larger number seriously wounded] saved the rest of France," since Germany expended so much effort in the summer campaign that it was unable to resist the Allied tide until it reached the Low Countries in the autumn of 1944. These excessively high casualties were in addition to the 15,000 French killed and 19,000 injured during the preparatory bombing for Operation Overlord during the first five months of 1944.

Beevor concludes his narrative with his assessment that the battle for Nor-

mandy did not go as planned. Montgomery's battle of attrition south of Caen was as unplanned as the Americans' slog through the *bocage* in June and July. The Allied High Command, Eisenhower included, severely underestimated the tenacity and discipline of the German *Wehrmacht* to resist the expansion of the lodgment area. Not surprisingly, in Normandy the average losses per division on both sides exceeded those of the German and Soviet divisions during an equivalent period on the Eastern Front. As German Field Marshal Erwin Rommel noted, the killing fields of Normandy proved to be "one terrible bloodletting." Still, Beevor posits that even armchair critics can never dispute the eventual outcome, however imperfect. Had the invasion failed, "the postwar map and the history of Europe would have been very different indeed." It seems a fitting epitaph.

COL Cole C. Kingseed, USA Ret., Ph.D., a former professor of history at the U.S. Military Academy, is a writer and consultant.

Varied Fare

Eagles and Empire: The United States, Mexico, and the Struggle for a Continent. *David A. Clary. Bantam Books. 624 pages; maps; black-and-white photographs; index; $30.*

In *Eagles and Empire*, historian David A. Clary writes, "Anglo historians rediscovered the war in Mexico when their own country got into other conflicts."

His examination of the Mexican War appears at a time when the United States is involved in two wars. Unlike the more admiring or conspiracy-theorist American-authored assessments of the conflict with Mexico, *Eagles and Empire* presents a balanced view of the events and covers much that occurred before and after the war, delving into the long-term causes and effects of the fighting.

James K. Polk took the presidential oath of office in March 1845. Stubborn and driven, he limited himself to a single term in office and "set out to enlarge his country to the limits, and once his mind was set on that, there was no diverting him." First up was the annexation of Texas. Polk considered this a done deal, but the interim president of Mexico at the time and the interference of the British did not pave the way for smooth negotiations. Nonetheless, the Texas Congress voted for annexation on July 4, and "Polk backed the claim that Texas extended all the way to and up the Rio Grande," a "groundless" assertion, according to Clary.

The Texas border question was connected to U.S. claims against Mexico, Mexico's national debt and the future of California, which Polk meant to add to the union by the end of his term. The War Department ordered Zachary Taylor to move into Texas on June 15, 1845. With his "Army of Observation," he sat in Corpus Christi, and inevitable problems arose concerning a restless Army in a smuggler's town.

In February 1846, "Old Rough and Ready" Taylor marched out of Corpus Christi, leaving 900 sick behind. Taylor's army arrived at the Rio Grande



and camped out across from the Mexican town of Matamoros in a ploy of Polk's to intimidate the Mexicans into starting a war or giving up the disputed territory between the Nueces River and the Rio Grande. In April, Mexican soldiers attacked a small party of U.S. soldiers, and Taylor "limply told the adjutant general that 'hostilities may now be considered as commenced.'"

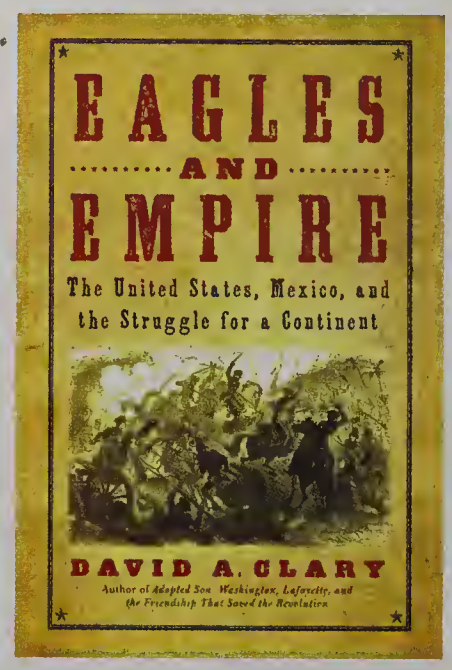
The war proceeded, mismanaged and bungled most of the way by Polk on one side and Antonio López de Santa Anna on the other. "The war would be decided on land," Clary writes, "by the differences between the two nations"—one with 22 million citizens, a legitimate government, a booming industrial economy and a population of hunters who knew how to handle weapons; the other with 7 million people who were "illiterate and downtrodden," did not become familiar with firearms until joining the army and whose government was in a constant state of revolt.

The U.S. Army "enjoyed increasing professionalism because of the military academy at West Point," whereas young officers wanting to advance in the Mexican army had to attach themselves to more established officers on the rise.

Meanwhile, relying heavily on his guide Kit Carson, John C. Frémont headed expeditions around California and the Oregon Territory, disregarding his official Army commands in favor of pleasing his influential father-in-law, Senator Thomas Hart Benton. Judging by the looks of Frémont and his scraggly men, Clary deadpans, "Manifest destiny wore a long beard and buckskin breeches." Frémont organized the Bear Flag revolt in California in June 1846, foreshadowing the territory's eventual absorption into the United States and the resultant inrush of settlers.

Finally, in 1848, after gruesome battles and horrendous atrocities, the U.S. and Mexican governments ratified the treaty ending the war. "Calculating the total bloodshed of the war of 1846 to 1848 would be impossible," Clary writes.

"The total butcher's bill for the struggles among Anglos, Mexicans and Indians, if it could be added up, would run into the tens of thousands." The United States gained a massive chunk of territory, though mistakes made in the treaty required resolution years later with the Gadsden Purchase, which brought even more land under the Stars and Stripes. After Santa Anna's departure to Colombia, a new government populated with a variety of Mexicans—*criollos, mestizos* and *indios*—rather than the heavily *criollo* governments that had been a remnant of New Spain, ushered in an era in which "Mexico had become Mexican at last."



Well-researched and colorfully written, *Eagles and Empire* tells the chaotic story of the Mexican War from many perspectives—U.S., Mexican and Indian. Clary brings to light the complexities of a war that has affected the United States' relations with its southern neighbor ever since.

—*Sara Hov*

West Pointers and the Civil War: The Old Army in War and Peace. *Wayne Wei-Siang Hsieh. University of North Carolina Press. 304 pages; maps; index; $30.*

In the latest edition of the Civil War America series edited by Gary W. Gallagher, Wayne Wei-Siang Hsieh explores how the professionalization of the U.S. Army during the first half of the 19th century affected the conduct and eventual outcome of the American Civil War. Hsieh currently serves as assistant professor of history at the U.S. Naval Academy and has served with the U.S. State Department on a provincial reconstruction team in Iraq.

In *West Pointers and the Civil War,* Hsieh begins his analysis with GEN Robert E. Lee's surrender to LTG Ulysses S. Grant at Appomattox Court House, stating that Lee's rejection of irregular warfare as an alternative to capitulation demonstrated "how much the antebellum U.S. Army's patterns and habits of thought still remained among its veterans." Hsieh believes that "in committing themselves to a struggle of nation-state armies," both Union and Confederate armies came to depend on the small group of Regular Army veterans, many from West Point, "who had monopolized professional military expertise" in the decades preceding the Civil War.

Tracing the evolution of military professionalism from the War of 1812 to the Civil War, Hsieh examines the pivotal contributions of Secretary of War John C. Calhoun, West Point superintendent Sylvanus Thayer and Brevet LTG Winfield Scott in advancing the cause of "military science." According to Hsieh, the U.S. Military Academy became the heart and soul of an Army determined to redeem itself from the early humiliations suffered during the War of 1812. By the Mexican-American War of 1846–48, commanding general Scott expressed his fixed opinion "that but for our graduated cadets, the war between the United States and Mexico might, and probably would, have lasted some four or five years."

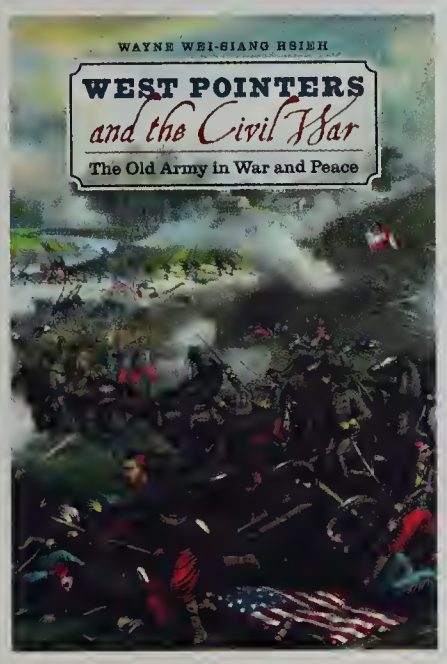
Hsieh cites West Point personnel files that indicate that when civil war erupted in 1861, of the 487 graduates with some level of affiliation with slave states, 173 graduates remained loyal to the Union, while 251 supported the South. The remaining graduates did not actively serve during the war. Of the 301 graduates of the states that actually seceded from the Union, 200 graduates supported the Confederacy, 60 remained loyal to the Union, 5 serving officers resigned, and 36 did not return to military service during the conflict. Hsieh dedicates more than 10 percent of his text to detailed notes based on extensive research at West Point and military archives.

In exploring why the Civil War lasted as long as it did and why it remains this nation's bloodiest conflict, Hsieh opines

that neither side professed an inherent advantage over the other in terms of training, cohesion and leadership. The dominance of West Pointers in high command of both the Union and Confederate armies created an equilibrium of military competence. This balance extended into areas of technology, organization and tactical development.

During the first two years of the war, Hsieh posits that Lee and Union MG George B. McClellan left their respective legacies on the armies that each commanded. While Lee bequeathed an aggressive culture of command among his talented officers, the Army of the Potomac under McClellan was characterized by "caution" and a "chronic civil-military dysfunction." The subsequent commanders of the Army of the Potomac remained cautious because McClellan only appointed "McClellan loyalists" to corps and division command. Not surprisingly, each of the officers who subsequently commanded the North's most important army served under McClellan during his tenure as commanding general.

The North eventually emerged victorious only when Grant received his appointment as general-in-chief of all Union armies. Hsieh lauds Grant's tactical flexibility, which included a combination of frontal assaults, envelopments, cavalry raids, unorthodox mining operations and regular siege tactics. By maintaining the strategic offensive, Grant successfully brought the war to a close.



Hsieh concludes his study with the suicide of MG Emory Upton, "hero of Spotsylvania and one of the most esteemed officers of the postwar U.S. Army," in March 1881. Upton found the postwar Regular Army's return to "isolated constabulary functions" very unsatisfying. Yet even Upton did not call for revolutionary reforms in making the Army a more professional force. According to Hsieh, Upton's proposals for an expansible Regular Army, rotation between staff and line positions, a comprehensive program of education for officers and a reformed general staff were reminiscent of reforms advocated during the antebellum period. It would be left to Upton's successors to complete the process of military professionalism.

Hsieh posits that the same military ethic that "made peace so unsatisfying to Upton made it the only available alternative to Lee at the close of the Appomattox campaign." Thus, the old Army that existed prior to the Civil War served the nation both in war and peace.

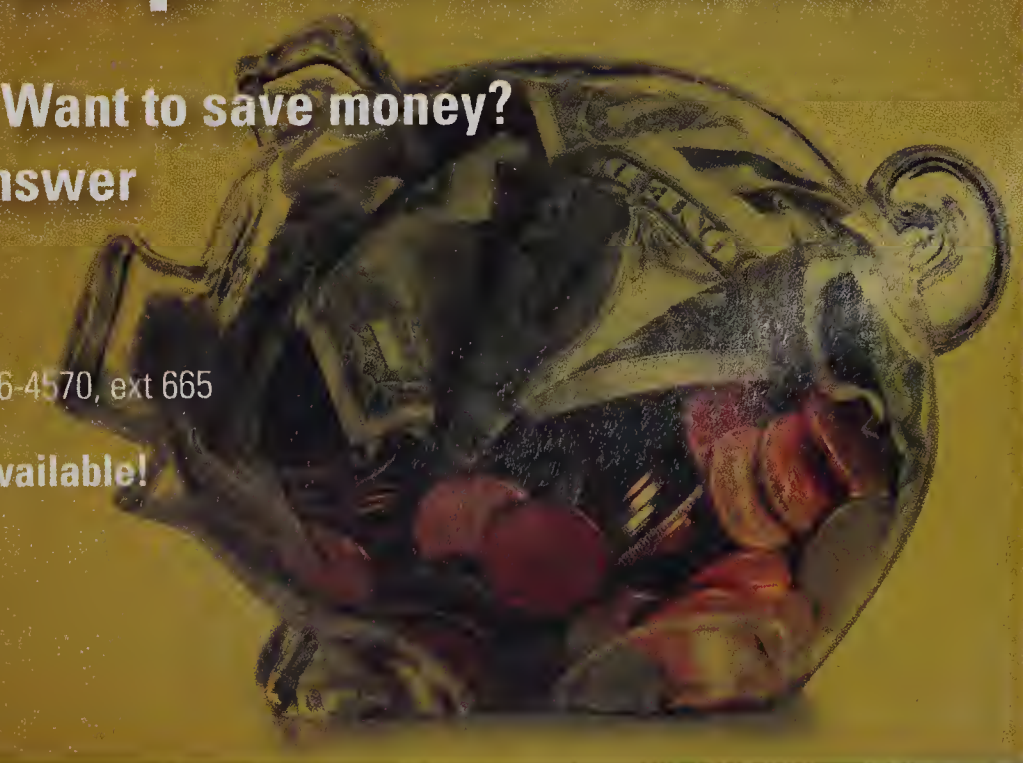
—COL Cole C. Kingseed, USA Ret.

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Historically Speaking

The 'Missile Gap' at 50

By BG John S. Brown
U.S. Army retired

March 16 marks the 50th anniversary of Defense Secretary Thomas S. Gates Jr.'s notable testimony to the Senate Preparedness Investigating Subcommittee attempting to dismiss a much ballyhooed "missile gap" with respect to the Soviet Union. Secretary Gates bluntly asserted that the United States had and would maintain nuclear destructive power several times greater than that of the Soviets. Many refused to believe him, fueling one of the most contentious and powerful issues of the 1960 presidential campaign. The controversy offers a useful case study concerning the difficulties of constructing strategic intelligence, the dangers of politicizing a defense issue and the potential for overreaction when a threat is wrongly perceived.

Underlying Cold War angst exploded to near panic in 1957 when the Soviets launched the diminutive *Sputnik 1* satellite into planetary orbit. The United States was en route to such an accomplishment, but the Soviets beat us to it. Critics soon raged at American unpreparedness, the defense budget, the American educational system and national lassitude amid a culture of indulgence. If the Soviets had one multistage missile capable of putting such a payload into orbit, they might well have dozens capable of launching nuclear weapons across transoceanic distances.



Wide World Photos

In his 1960 Senate testimony, Thomas S. Gates Jr., Secretary of Defense under President Dwight D. Eisenhower, denied the existence of a "missile gap" and stated that the United States had nuclear destructive power much greater than that of the Soviet Union.

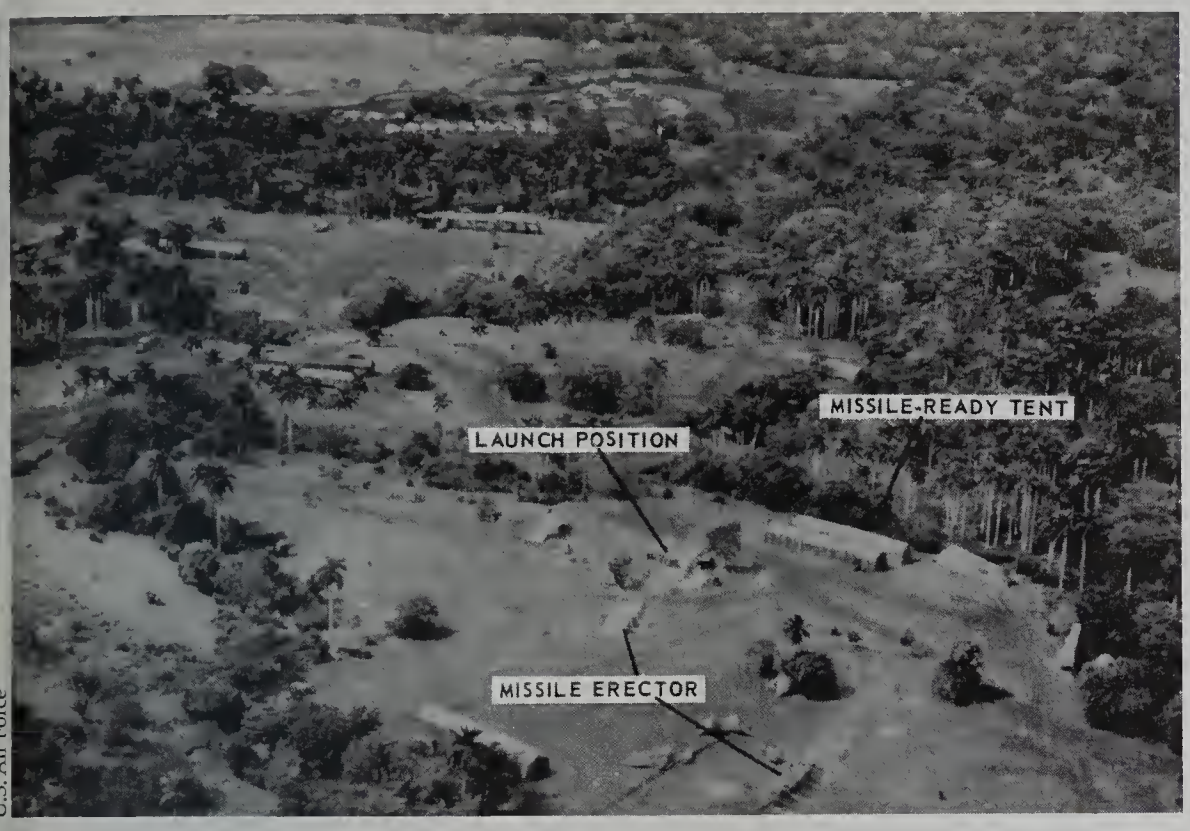
The U.S. Air Force asserted that the Soviets almost certainly had hundreds of such intercontinental ballistic missiles (ICBMs), citing Soviet macroeconomic capabilities and the vast swatches of Siberia wherein they were probably hidden. The Air Force's alarm happily coincided with a determined push to expand the Air Force budget.

Soviet Premier Nikita Khrushchev was happy enough to let inflated views of his country's capabilities stand. If rivals thought the Soviet Union could turn out ICBMs like sausages, so much the better. Soviet ICBM development made a virtue of necessity. American bases surrounding the Soviet Union put it within easy range of bombers and medium-range missiles. The Soviets had no such easy access into the American heartland. Only an ICBM had much hope of penetrating layers of American defenses at transoceanic ranges.

How many ICBMs did the Soviets actually have at the time? The answer seems to be fewer than five. They also had perhaps 100 nuclear-capable bombers capable of ranging the United States, although these were poorly based and hugely vulnerable to interception. In comparison, the United States had 600 nuclear-capable bombers with access to bases well forward, and perhaps 150 nuclear-capable medium-range missiles within range of Soviet cities. One text asserts that the United States had a stockpile of 5,500 nuclear munitions, whereas the Soviets had 600. President Dwight D. Eisenhower mused that the United States had more to fear from atmospheric fallout from its own weapons than from Soviet nuclear strikes.

How did the missile gap come to be so overblown? Part of the explanation is an understandable tendency to assume the worst when facing a dangerous opponent. Whatever their capabilities to strike at North America, the Soviets could inflict huge damages on American interests in Europe and Asia. They were secretive and opaque, and altogether willing to exploit the mystique of their own prowess. American fears and Soviet opportunism complemented each other.

American fears also played to domestic politics. For years the Republicans had painted the Democrats as "soft" on defense, as having "lost" China, as outmaneuvered by the Soviets and, perhaps, as a little "pink." Republican President Eisenhower's New Look, however, had dramatically tightened the defense budget. Now the Democrats chose to point out military softness of another sort. Republican austerity, as the story line went, had gutted conven-



U.S. intelligence flights photographed a medium-range ballistic missile base in San Cristobal, Cuba. The buildup, which sparked the Cuban Missile Crisis in 1962, could be interpreted as a Soviet attempt to address the perceived missile gap.

tional forces and then allowed the nuclear forces upon which their strategy depended to fall behind as well. No one pursued this critique more capably than presidential candidate John F. Kennedy. Defense reform was a crucial plank in his campaign for the White House. In this, he was abetted by corporations and agencies most likely to benefit from the reforms being proposed. This undoubtedly contributed to President Eisenhower's dark comments concerning a "military-industrial complex" as he left office. Secretary Gates' testimony occurred within the context of these charged and partisan political circumstances. It is no surprise that some interpreted his motives and reliability differently from others.

The consequences of the *Sputnik* launch and the perceived missile gap extended beyond the politics of the 1960 presidential campaign. Some were salutary. Few would argue, for example, with the National Defense Education Act of 1958, which substantially enriched the study of mathematics and science from elementary school through college. A bit of paranoia accompanied this educational advance: Americans of a certain age may remember rehearsing for nuclear attack in grade school, backyard fallout shelters and doomsday scenarios. The Soviets may have become a little paranoid, too. Rhetoric so far exceeded reality that some of them thought we were fabricating the case for a preemptive strike. Indeed, the Cuban Missile Crisis can be interpreted as a Soviet attempt to partially redress their huge strategic imbalance before it was too late.

With respect to the U.S. Army, the institutional shake-up to resolve a problem that did not exist took it out of space for a generation. The Army had pioneered in missile development, building the first reliable multistage rockets and prototypes of the missiles that actually took us into space. The inspiring ethos was that of engineers, artillerymen and the Manhattan Project, solving ever greater technical problems to achieve ever greater range and accuracy. Orbital flight was on the horizon, as were space stations and a trip to the moon. The missile program benefited immensely from German scientists the Army had policed up after World War II, and from a stable of other remarkable scientists and technicians who had joined the effort over time. One wonders what might have happened, and how much sooner, if these programs had been left on track. A late-1950s defense shuffle divided Army space programs between a newly organized civilian National Aeronautics and Space Administration (NASA) and the Air Force. Inevitably, time and traction were lost in making the switch, along with a great deal of money. NASA ultimately matured into a good idea, but one might reasonably debate whether strategic missiles are better off in a military service dominated by pilots. The Soviets, for example, arrived at a different solution.

Ironically, the man who ultimately killed the myth of a missile gap was President Kennedy's methodical Secretary of Defense, Robert S. McNamara. This left the President a little red-faced, but he was already President. Developing good strategic intelligence is hard to do. It becomes even harder when information is refracted through the prism of domestic politics and vested interests. Bad intelligence ripples through the psyches of decision makers and the public alike. It can—and often does—lead to bad decisions and unintended consequences. ★

***BG John S. Brown**, USA Ret., was chief of military history at the U.S. Army Center of Military History from December 1998 to October 2005. He commanded the 2nd Battalion, 66th Armor, in Iraq and Kuwait during the Gulf War and returned to Kuwait as commander of the 2nd Brigade, 1st Cavalry Division, in 1995. He has a doctorate in history from Indiana University. His book,* Kevlar Legions: Army Transformation 1989–2005, *is forthcoming.*

Recommended Reading:

Divine, Robert A., *The Sputnik Challenge* (New York: Oxford University Press, 1993)

Gavin, James M., *War and Peace in the Space Age* (New York: Harper, 1958)

Walker, James, Lewis Bernstein and Sharon Lang, *Seize the High Ground: The U.S. Army in Space and Missile Defense* (Washington, D.C.: Center of Military History, 2005)

Women Making History



U.S. Army/Jeffrey Castro



U.S. Navy/PO2 Molly A. Burgess

(Clockwise from above) BG Colleen McGuire became the first woman provost marshal general of the Army in January. In November 2008, GEN Ann E. Dunwoody became the first woman in the U.S. military to attain four-star rank. COL Nancy Currie, U.S. Army retired, is the first female Army astronaut. MG Susan Lawrence is the first woman commanding general of the U.S. Army Network Enterprise Technology Command/9th Signal Command (Army). CSM Teresa King is the first woman commandant of the Army Drill Sergeant School.



U.S. Army/Crystal Lewis Brown



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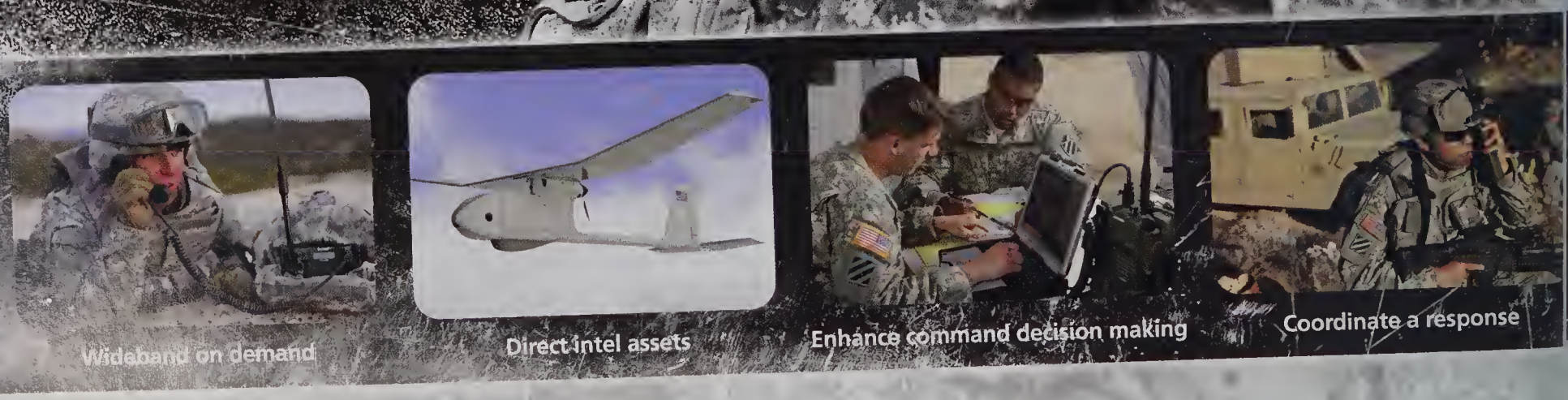
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Installation Management Command: Stepping Up to the Challenge
By LTG Rick Lynch
To maintain the well-being and readiness of the force in the face of unprecedented demands and challenges, Installation Management Command's strategy is both agile and aggressive. ***Page 28***



Advancing the Army's Geospatial Capability
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The Office of the Assistant Chief of Staff for Installation Management's Installation Geospatial Information and Services Program is designed to assist American soldiers in theater and their families at home. ***Page 35***

Cementing Change—Making ARFORGEN Institutional
By GEN Charles C. Campbell
U.S. Army Forces Command, manager of Army force generation (ARFORGEN), maintains that it must be formalized in order to sustain recent success and enable future progress. ***Page 41***



Returning to the Offensive in Afghanistan *By Dennis Steele*
Operations against the Taliban in Helmand Province were the start of a campaign that will employ the additional 30,000 U.S. troops allocated to NATO's International Security Assistance Force and continue for at least a year. ***Page 52***

Soldier-Athletes Represent Team USA in Vancouver
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Taking on the Advise-and-Assist Mission: The Closers *By Dennis Steele*
Army brigades augmented with security transition teams for the advise-and-assist mission will close combat operations in Iraq as U.S. forces redeploy and Operation Iraqi Freedom becomes Operation New Dawn. ***Page 58***



CompanyCommand—Building Combat-Ready Teams: Iraqi Security Forces Galvanized into Action
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Letters

'The Music of War'

■ Our February issue of ARMY just arrived, and being a former staff sergeant in the West Point Band and the wife of a current West Point bandsman, I read with great interest the article by Professor Jonathan Pieslak: "From Combat to Healing: The Music of War."



While the music performed by the Army Bands program is sometimes geared more toward soldier and civilian audiences here on the home front, Pieslak's article reveals how today's soldiers use music—most specifically popular music (such as rap and "speed metal")—to address their needs and cope with their circumstances.

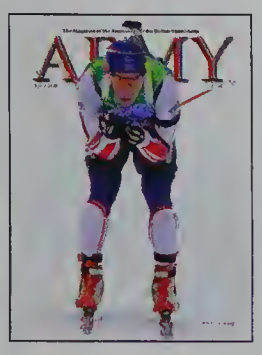
Among the arts, music is not something that can only be, nor should only be, enjoyed by an elite few; rather, it is something that expresses our very human nature. It is what elevates us and makes us uniquely human—the ability to create, appreciate and share music. It can inspire and incite; bring recollection and remembrance; offer definition and discussion, and healing and hope.

I found it an interesting coincidence that Pieslak's article preceded LTC Pete Kilner's very thought-provoking essay, "A Moral Justification for Killing in War" ("CompanyCommand"). Not only must we keep the dialogue open for our brave young servicemembers to discuss the nature of killing while still maintaining our human identity, but we should also explore new ways to help them recover from trauma and its effects, such as post-traumatic stress disorder. Pieslak closes his article by discussing the emerging field of music therapy in this regard.

While I am not a trained music therapist, I offer these facts from the American Music Therapy Association's web site (www.musictherapy.org).

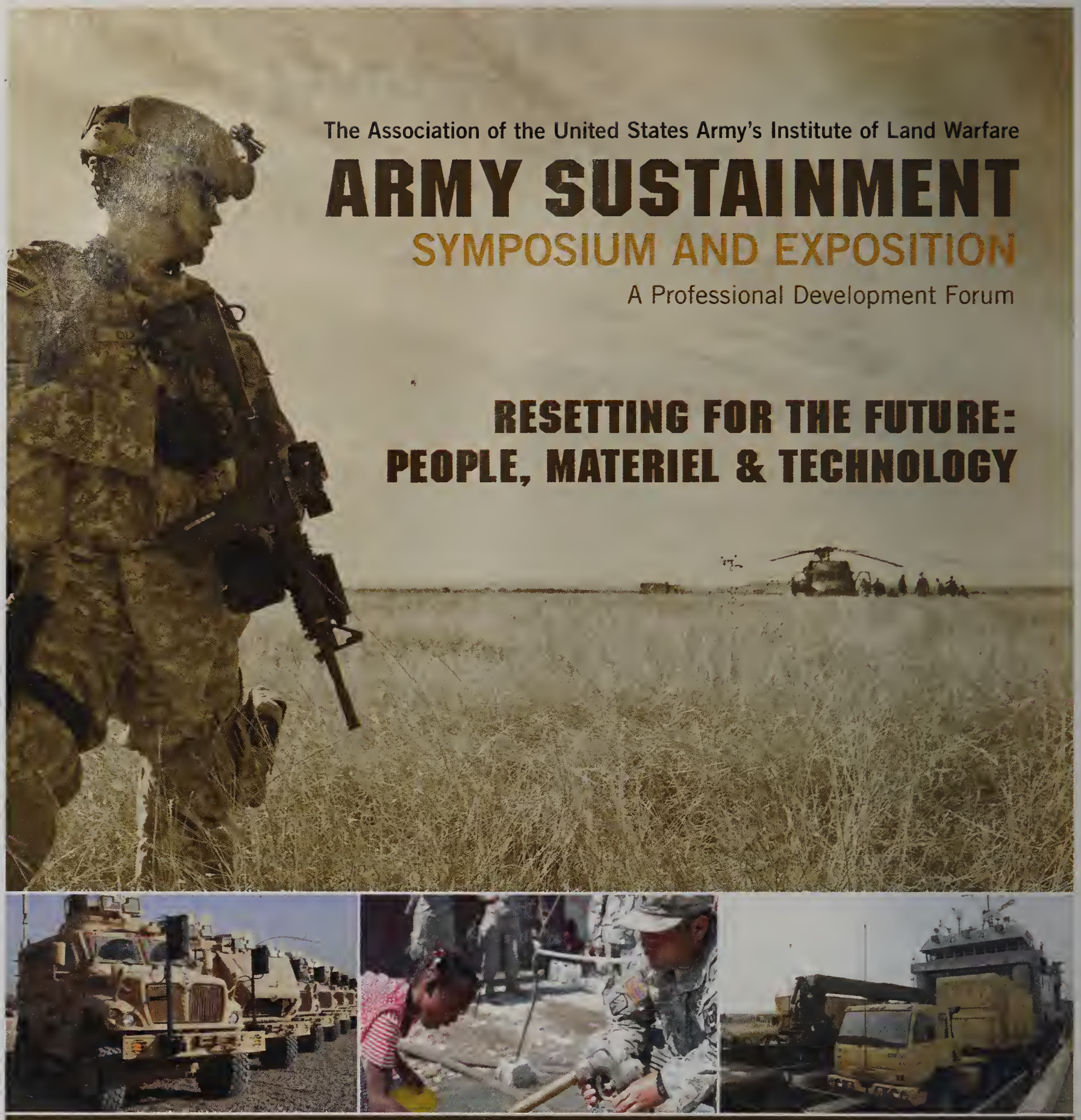
■ "The 20th-century discipline [music therapy] began after World War I and World War II when community musicians of all types, both amateur and professional, went to veterans hospitals around the country to play for the thousands of veterans suffering both physical and emotional trauma from the wars. The patients' notable physical and emotional responses to music led the doctors and nurses to request the hiring of musicians by the hospitals."

■ "Music is used in general hospitals to: alleviate pain in conjunction with anesthesia or pain medication; elevate patients' mood and counteract depression; promote movement for physical rehabilitation; calm or sedate, often to induce sleep; counteract apprehension or fear; and lessen muscle tension for



This Month's Cover

A three-time Olympian, SGT Jeremy Teela is a member of the U.S. Army World Class Athlete Program and has served with the Utah Army National Guard since 1997. He posted the best American finish ever in the men's 10-kilometer sprint in the biathlon at the 2010 Winter Olympics in Vancouver, British Columbia, Canada. The story begins on page 56. *(Cover photograph: Associated Press)*



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the purpose of relaxation, including the autonomic nervous system."

■ "Music therapy allows persons with mental-health needs to: explore personal feelings, make positive changes in mood and emotional states, have a sense of control over life through successful experiences, practice problem solving and resolve conflicts, leading to stronger family and peer relationships."

■ "That the client or patient has to have some particular music ability to benefit from music therapy—they do not. That there is one particular style of music that is more therapeutic than all the rest—this is not the case. All styles of music can be useful in effecting change in a client or patient's life."

In 2003, at the beginning of the Iraq War, I had been teaching saxophone lessons to one of the chaplains here. He soon deployed with a unit to Mosul, and he managed to pack his instrument with all of his gear. He sent me a picture of himself, sitting in the sand among the stopped convoy, playing his saxophone for his soldiers.

In basic combat training, my first sergeant, upon finding out that I was headed to an Army Band, bellowed at me that there was no room in today's Army for a musician. Thank you for the intriguing article—I believe there is always room for the healing touch of music.

LOIS HICKS-WOZNIAK
West Point, N.Y.

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Washington Report

Army Requests Additional Funds for Wars

Secretary of the Army John McHugh told the Senate Armed Services Committee in February that the service has enough money on hand to pay for the wars in Iraq and Afghanistan through early July, and Army Chief of Staff GEN George W. Casey Jr. has requested $358.7 million in additional spending priorities—funds that were not included in the fiscal year (FY) 2011 budget request.

Testifying about the Army's FY 2011 budget and overseas contingency operations request, Secretary McHugh said: "Our budget people tell us ... that the last possible moment in which we can comfortably fund this [troop surge in Afghanistan] would be at the end of June, beginning of July." In response to questioning about the necessity of supplemental requests, McHugh said, "There is certainly an expectation—a hope, if you will—among the Army leadership and, I expect, most of the services, as we are engaged in named overseas operations, that we would have supplemental support." He continued, "If we're going to operate in these types of theaters, yes, we absolutely do [need supplementals]."

Each year, the military service chiefs present Congress with a list of their unfunded requirements. Among the items on the Army's unfunded priorities list are:

- $133.6 million for the Patriot missile defense system.
- $55 million for the Tactical Local Area Network and peripheral systems for information operations.
- $51.2 million for an advanced global positioning system satellite receiver.
- $47.1 million for the Light Weight Counter-Mortar Radar.

'Don't Ask ...' Reviewed. In his January State of the Union address, President Barack Obama called for repeal of the "don't ask, don't tell" policy, which bars homosexuals from serving openly in the military and was signed into law in 1993 by President Bill Clinton.

In February, Secretary of Defense Robert M. Gates launched an internal review of the actions the U.S. military would have to take to integrate openly gay servicemembers. The mandate of the review group, he said, is to "thoroughly, objectively and methodically examine all aspects of this question and produce its finding and recommendations in the form of an implementation plan by the end of this calendar year." GEN David H. Petraeus, commander of U.S. Central Command, and GEN Raymond T. Odierno, commanding general of U.S. Forces-Iraq, have both stated they support the Pentagon study. Secretary Gates named DoD general counsel Jeh Johnson and GEN Carter F. Ham, commander of U.S. Army Europe, co-chairs of the review panel.

Testifying before Congress in February, Army Chief of Staff GEN George W. Casey Jr. and Secretary of the Army John McHugh said they are opposed to a moratorium on discharging soldiers under the "don't ask" policy during the review process because it would introduce complications and confusion.

Spouse Tuition Aid Resumes. In March, the Department of Defense announced resumption of the Military Spouse Career Advancement Account (MyCAA) program. The 136,583 military spouses who are currently enrolled in the program will once again be able to receive tuition assistance.

In February, DoD, citing a sudden spike in enrollment, abruptly suspended the popular online program that offers grants to military spouses for college or career training. The program gives qualified military spouses, who move on an average of every three years, up to $6,000 in tuition assistance to help them pursue education, training, licenses, certificates and degrees that lead to "portable" careers. MyCAA was expanded in March 2009 after a limited pilot program.

When the temporary halt was announced on the MyCAA web site, many spouses were attempting to request funding for spring classes. In a message posted on the web site, DoD regretted "the lack of notice in alerting" spouses to the "temporary pause," which it ascribed to an unforeseen sixfold increase in MyCAA applications in January and February that overwhelmed the system. The notice advised that DoD was reviewing the procedures and program. In the interim, no new accounts were created and no new applications were accepted.

"We made a commitment to our military spouses when they established a career advancement account, and we will be true to our promises," said Tommy Thomas, Deputy Under Secretary of Defense, Military Community and Family Policy. "As a result of our failure, we know we will have to work hard to restore their faith in us."

DoD Succession. President Obama issued an executive order on March 1 that changes the order of succession within DoD. If the Secretary of Defense, currently Robert M. Gates, and his deputy, William J. Lynn III, were both unable to oversee operations at the Pentagon, the Secretary of the Army—currently John McHugh, a former Congressman from New York—would serve. The order revokes the December 2005 order of President George W. Bush, which bumped the service secretaries and elevated the Under Secretary of Defense for Intelligence to third in line for succession, followed by other advisors to the Secretary of Defense.

The Secretary of the Army, relegated to sixth in the line of succession by President Bush, now returns to third in line, followed by the Secretary of the Navy, the Secretary of the Air Force and the under secretaries of defense.

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News Call

U.S. Soldiers Play Backup Role in Iraqi Elections

In early March, as millions of Iraqis voted in what has been called the most open and competitive election since the overthrow of Saddam Hussein, American troops mostly kept their distance from polling stations throughout the country. The election itself, along with the primary role played by Iraqi security forces (ISF), validates the success of American troops in building the capacity of the ISF.

In television interviews following the election, GEN Raymond T. Odierno, commander of U.S. Forces-Iraq, said he thought the election "was very much a success for the Iraqi people." With U.S. forces scheduled to draw down to 50,000 troops by September 1, GEN Odierno said, "We believe we're right on track for that."

Assisting only when ISF requested help, American forces saw their support limited to explosive ordnance disposal; crime scene forensics; providing working dog teams; intelligence, surveillance and reconnaissance assets; and escort duties, such as transporting NATO and U.S. embassy observers to polling locations.

In Anbar Province, 1st Brigade, 82nd Airborne Division (Advise and Assist) paratroopers exchanged military intelligence with Iraqi security forces and helped them track significant activity. Quick-reaction forces on standby for assistance were never summoned.

Explosions did occur in Baghdad and other cities on Sunday morning, March 8, when the polls opened. In several television interviews the following day, however, GEN Odierno challenged some news reports that the election was significantly marred by violence, especially in the capital. He attributed most of the blasts in Baghdad to explosives rigged in water bottles that caused a great deal of noise but little damage. Soldiers with 1st Brigade, 3rd Infantry Division, in Baghdad heard distant explosions and gunfire and waited for a call from the Iraqis; none came.

Most of the work U.S. forces performed occurred before the voting or behind the scenes.

On Saturday, soldiers visited polling sites to ensure that they were secure and to check for bombs. They erected blast barriers and, during the election, provided aerial surveillance. American forces trained female volunteers to frisk women at polling places, and on election day the ISF requested one unit to guard a warehouse in central Baghdad where ballots were stored.

To reinforce that the U.S. military's combat role in Iraq is, indeed, drawing to a close, the war—known as Operation Iraqi Freedom since it began in 2003—will be called Operation New Dawn beginning in September.



Albert L. Kelley

PFC Joshua E. Tomblin, SSG Kevin J. Imholt and 1LT Thomas J. Goodman, all with 3rd Platoon, 12th Infantry Regiment, 4th Brigade Combat Team, lead a patrol through the Wata Poor District in Afghanistan. The soldiers are wearing the Army's new uniform pattern for Afghanistan.

New MultiCam ACUs. Starting this summer, soldiers deploying to Afghanistan will wear an Army combat uniform (ACU) in the "MultiCam" pattern instead of the standard-issue universal camouflage pattern. The change follows a rigorous four-month evaluation of various uniform patterns to determine which would provide the most effective concealment for soldiers in Afghanistan's varied terrain of deserts, mountains and villages.

The Army incorporated its research into a photo-simulation study and administered it to nearly 750 soldiers who had deployed to Afghanistan. They were asked to compare six different camo patterns against eight different environments. The results, as well as the surveys of soldiers, formed the basis for the Army's selection of MultiCam.

Some Army special operations forces, including Green Berets and Rangers, have already been using the pattern, which is designed to reflect and blend

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AUSA

Army Athletes Honored. *Army and AUSA leaders honored the Army athletes and coach of the year at the AUSA Winter Symposium in Fort Lauderdale, Fla., in February. From left to right: GEN Ann E. Dunwoody, commander, U.S. Army Materiel Command; GEN Martin E. Dempsey, commander, U.S. Army Training and Doctrine Command; SGM Ryan Dean, USA Ret., 2009 coach of the year; CPT Emily Potter, 2009 female athlete of the year; CPT Matthew Cavanaugh, 2009 male athlete of the year; and GEN Gordon R. Sullivan, USA Ret., AUSA president.*

into any environment in both visual and night-vision spectrums. The uniforms bearing the new pattern are of the same material and cut as current Army combat uniforms and are fire resistant. Along with the new uniforms, soldiers sent to fight in Afghanistan will receive associated MultiCam-patterned equipment including body armor, rucksacks and helmet covers. Soldiers already in theater are slated to receive the new ACUs beginning in the fall.

Army Women Honored. Women in the U.S. Army were celebrated in two different ceremonies in March: Women Airforce Service Pilots (WASP) from World War II were awarded a Congressional Gold Medal, and Veterans Affairs' Assistant Secretary of Public and Intergovernmental Affairs L. Tammy Duckworth was inducted into the U.S. Army Women's Foundation Hall of Fame.

The WASP, a group of 1,102 civilian female pilots, ferried fighter, bomber, transport and training aircraft, and performed other missions in the continental United States during World War II. The women—who paid their own way to training and to return home after the war—were not granted military status until 1977. Fewer than 300 WASP are still living. The Women in Military Service for America Memorial Foundation hosted events in March, including the Congressional Gold Medal ceremony at the U.S. Capitol, honoring the pilots.

The U.S. Army Women's Foundation selected the Honorable L. Tammy Duckworth as a Hall of Fame inductee for 2010. A veteran of Operation Iraqi Freedom, Duckworth is a former U.S. Army helicopter pilot and the recipient of many distinguished service awards including the Purple Heart, Air Medal and Army Commendation Medal.

Also selected was Brig. Gen. Wilma Vaught, U.S. Air Force retired, president of the board of directors of the Women in Military Service for America Memorial Foundation. The Hall of Fame awards are presented to women who have contributed extraordinary service to the Army and to any individual who has made exceptional contributions to women in the Army.

GCV Proposal Request. In February the Army released a request for proposals for the technology development phase of the infantry fighting vehicle being developed under the ground combat vehicle (GCV) effort. The Army has worked extensively with the Office of the Under Secretary of Defense for Acquisition, Technology and Logistics to develop the GCV program.

The GCV development effort will consist of three phases: technology development, engineering and manufac-

Army Casualties in Iraq

The following U.S. Army soldiers were reported killed in Operation Iraqi Freedom from February 1 to February 28, 2010. All names have been released through the Department of Defense; families have been notified.

CPT Marcus R. Alford, 28
PFC Adriana Alvarez, 20
CWO Billie J. Grinder, 25
CPL Daniel T. O'Leary, 23
SGT William C. Spencer, 40

Army Casualties in Afghanistan

The following U.S. Army soldiers were reported killed in Operation Enduring Freedom from February 1 to February 28, 2010. All names have been released through the Department of Defense; families have been notified.

SSG Michael David P. Cardenaz, 29
SSG Rusty H. Christian, 24
SPC Marc P. Decoteau, 19
SGT Dillon B. Foxx, 22
SGT Marcos Gorra, 22
SFC David J. Hartman, 27
PFC Zachary G. Lovejoy, 20
SPC Bobby J. Pagan, 23
SGT Adam J. Ray, 23
SSG John A. Reiners, 24
PFC JR Salvacion, 27
SFC Matthew S. Sluss-Tiller, 35
SSG Mark A. Stets, 39
CPT David J. Thompson, 39
CPT Daniel Whitten, 28
PFC Charles A. Williams, 29
SGT Jeremiah T. Wittman, 26

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GENERAL OFFICER CHANGES*



GEN J.D. Thurman from Dep. CoS, G-3/5/7, USA, Washington, D.C., to CG, FORSCOM, Fort McPherson, Ga.



LTG J.W. Morgan III from CoS, EUCOM, Germany, to Cmdr., Force Command, Heidelberg, NATO.

■ ***CoS**—Chief of Staff; **EUCOM**—U.S. European Command; **FORSCOM**—U.S. Army Forces Command; **NATO**—North Atlantic Treaty Organization.*

**Assignments to general officer slots announced by the General Officer Management Office, Department of the Army. Some officers are listed at the grade to which they are nominated, promotable or eligible to be frocked. The reporting dates for some officers may not yet be determined.*

COMMAND SERGEANTS MAJOR CHANGES*



CSM C. Greca from JRTC and Fort Polk, La., to 10th Mountain Division (LI), Fort Drum, N.Y.



CSM E.L. Rice from MCoE, Fort Benning, Ga., to XVIII Airborne Corps, Fort Bragg, N.C.

■ ***JRTC**—Joint Readiness Training Center; **LI**—Light Infantry; **MCoE**—Maneuver Center of Excellence.*

**Command sergeants major positions assigned to general officer commands.*

turing design, and low-rate initial production.

Industry will have 60 days to submit proposals for the technology development phase, which involves risk reduction, identification of technology demonstrations, competitive prototyping activities and planned technical reviews.

Up to three contract awards for the technology development phase are expected in September.

The GCV is the first vehicle to be designed from the ground up to operate in an environment seeded with improvised explosive devices (IEDs). Goals for the GCV include greater lethality and ballistic protection than a Bradley fighting vehicle, greater IED and mine protection than a mine resistant ambush protected vehicle, and the cross-country mobility of an Abrams tank.

Old Guard Anniversary. The Old Guard Fife and Drum Corps, part of the 3rd U.S. Infantry Regiment, celebrated its 50th anniversary in February with a ceremony at Joint Base Myer-Henderson Hall, Va. The Fife and Drums Corps was founded on February 23, 1960, as an official ceremonial escort to the U.S. President. The unit's musicians, evoking the days of the American Revolution, perform in uniforms patterned after those worn by the musicians of GEN George Washington's Continental Army.

In a year-long celebration, the Fife and Drum Corps will perform a series of special concerts, a muster tour with special appearances at six fife-and-drum gatherings of similar-period marching ensembles throughout the country, and a tattoo written for the anniversary.

Environmental Awards. The Army has announced the winners of the fiscal year 2009 Secretary of the Army Environmental Awards, the highest honor in the field of environmental science and sustainability conferred by the Army. The nine winners will compete for the Secretary of Defense Environmental Awards later this year.

■ Camp Guernsey, Wyoming Army National Guard—Cultural Resources Management, Installation.

■ Fort Stewart and Hunter Army Airfield, Ga.—Environmental Quality, Nonindustrial Installation.

■ Robert J. Chartier, U.S. Army Garrison Daegu, South Korea—Environmental Restoration, Individual.

■ Camp Withycombe, Oregon Army National Guard—Environmental Restoration, Installation.

■ Tanaga Island and Ogliuga Island Formerly Used Defense Site, U.S. Army Corps of Engineers, Alaska District—Environmental Restoration, Team.

■ Fort Custer Training Center, Michigan Army National Guard—Natural Resources Conservation, Small Installation.

■ Fort Bragg, N.C., Natural Resources Team—Natural Resources Conservation, Team.

■ G-4 E-Team, U.S. Army Aviation and Missile Command, Ala.—Environmental Excellence in Weapon Acquisition.

■ Letterkenny Army Depot, Pa.—Sustainability, Industrial Installation. ★



U.S. Army/SGT Erica Vinyard

Members of the Old Guard Fife and Drum Corps participate in a ceremony honoring the unit's 50th anniversary at Joint Base Myer-Henderson Hall, Va., in February.

Front & Center

Blank Pages in the QDR

By GEN Frederick J. Kroesen
U.S. Army retired

Basic facts in the 2010 Quadrennial Defense Review (QDR) were provided in the March issue of ARMY Magazine. Newspapers and magazines have noted the demise of the F-22 fighter plane, the Future Combat Systems program and a Navy destroyer, all succumbing to the need of "rebalancing" U.S. military capabilities. Many writers were annoyed by, amused by or questioning of the absence of references to the Islamo-fascists who constitute our principal enemy entities of today's world and the tilt to political correctness of some observations.

My concerns are with issues not addressed in the QDR: First and foremost, of course, the inadequate size of the Army. We are, as usual, going to do more with what we have. There are pages devoted to plans to expand, increase and enhance functions, most of which require structure, therefore manpower, that is neither identified nor provided for. After years of making do with a strength and structure that is sending soldiers back to the combat zone for their third, fourth and fifth tours, the QDR is mute except for the promise that we intend to "preserve and enhance" the all-volunteer force by "transitioning to sustainable rotation rates." How and when is a blank page.

The Army has calculated that, given current plans for the drawdown in Iraq and the commitments for Afghanistan, its rotation system can at last be balanced at 12 months gone followed by 12 months dwell time at home stations. That, of course, is a significant improvement, assuming no unprogrammed requirements, but it is hardly satisfactory when the recommended timing is 12 and 24 months. Given that most seers of today speak of generational wars, we are asking a new private or second lieutenant to stay for 30 years, realizing he may spend 15 of them on life-threatening duty, separated from any family he might build. That is hardly an enticement for a long-term commitment.

The Army has not yet considered the new requirements of the promised increases, expansions and enhancements, however. The QDR is chockfull of proposed "mission creep." The addition of headquarters, combat training teams to assist allies and partners, logistical support teams, homeland defense organizations, air defense for allies and other requirements will also demand manpower additions. Furthermore, impinging on soldiers' dwell time, they must plan to "train with and learn from counterpart forces." To "build partnership capacity," they will participate in "bilateral and multilateral training and exercises ... [and] officer exchange programs" and a series of security force assistance missions "conducted primarily in host countries." It seems doubtful that dwell time will be a swell time when we add normal training at the national training centers, NCO education system and officers' schools, and other demands of the new mission plans during the time spouses and children thought their soldier would be home.

The QDR again virtually ignores the threat of battlefield nuclear weapons. It does say that "nuclear weapons are a source of special concern," but deterrence, proliferation and preventing the use of such weapons through "consultations on policies and postures" seem to be the extent of the concern.

We are yet the only nation that has divested itself of short-range, low-yield battlefield nuclear weapons. That fact portends an asymmetry on the battlefield more drastic than any other, and no combination of conventional means can come close to leveling that field. Being prepared—the QDR's basic reason for being—ought to include an appraisal of that situation.

The need for integration of the political, economic and psychosocial efforts of the government is clearly stated, but how to do so is another blank page. Threats and challenges that pervade a spectrum that exceeds the scope of defense responsibilities and that require the merging of civilian and military effort are clearly identified, but how to generate a total reaction is not addressed. Unfortunately there are no QDRs required of the other government branches.

The QDR is an important document, and the quadrennial review of our military preparedness for what can be foreseen or predicted is a worthy study task. This QDR provides an excellent summary of today's global situation and the challenges we face, but includes a pensive section on "possible shortfalls." They are not specifically identified, but "in some cases, opportunities exist to remedy these shortfalls by investing in new systems or additional force structure. In other cases ... greater investments in research and development or concept exploration are warranted."

There are two absolute promises in the document that should give pause to anyone ignoring the shortfalls. One is the need for the ability to employ overwhelming force when a resort to military action is necessary. The second is the guarantee that "America's men and women in uniform should never be put at risk absent a clear mission and a realistic and sufficiently resourced plan to succeed." If shortfalls exist, some increment of "stimulus" money ought to be diverted to those needs. A hundred thousand more soldiers might simultaneously relieve the Army's rotation problem and the nation's unemployment figure. A very few billion dollars, relatively speaking, might provide that greater investment for research and development. □

GEN Frederick J. Kroesen, USA Ret., formerly served as Vice Chief of Staff of the U.S. Army and commander in chief of U.S. Army Europe. He is a senior fellow of AUSA's Institute of Land Warfare.

Pete Geren to Receive 2010 Marshall Medal

The Association of the U.S. Army has selected Preston M. (Pete) Geren, former Secretary of the Army, as the recipient of the 2010 George Catlett Marshall Medal. The Marshall Medal is the highest honor the association bestows.

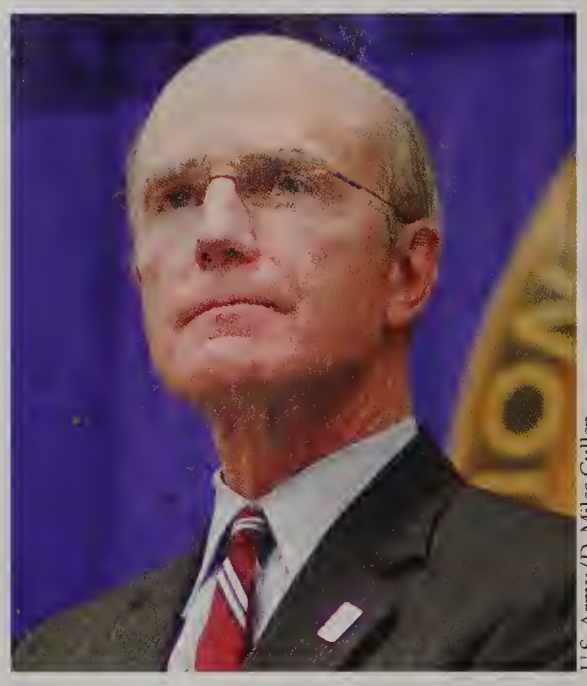
Awarded annually to an individual who has exhibited selfless service to the United States of America, the Marshall Medal will be presented to Mr. Geren by the AUSA Council of Trustees in recognition of his lifelong public service and his dedication to the nation's soldiers and their families.

The presentation will take place on October 27 at the George Catlett Marshall Memorial Dinner, which is the final event of the three-day AUSA Annual Meeting and Exposition held at the Walter E. Washington Convention Center in Washington, D.C.

"As the Secretary of the Army, Under Secretary of the Army and as a member of Congress from 1989 to 1997, Pete Geren served our nation, our armed forces, our servicemembers and their families with dedication and remarkable compassion," AUSA President GEN Gordon R. Sullivan, U.S. Army retired, said. "In an era of challenging, prolonged and persistent conflict, Pete Geren was the torchbearer who inspired us with his compassion, determination and grace. He brilliantly articulated the needs of our Army, our warriors and their families as they serve in harm's way and return home. The Association of the U.S. Army and its over 100,000 members are honored to recognize Pete Geren. He is a great American and truly deserving of AUSA's highest award.

"Secretary Geren's unparalleled accomplishments during a time of war and transition—with emphasis on his initiatives to focus the Army and the civilian community on the soldier-warrior, spouses and families—are truly deserving of the Marshall Medal, and we at AUSA are proud to recognize him in this way."

As Secretary of the Army, Mr. Geren held statutory responsibility for all matters relating to the U.S. Army:



U.S. Army/D. Miles Cullen

manpower, personnel, reserve affairs, installations, environmental issues, weapons systems and equipment acquisition, communications, and financial management.

Mr. Geren served as Under Secretary of the Army from February 2006 until named the Acting Secretary of the Army in March 2007. From July 2007 until his retirement in September 2009, he was the 20th Secretary of the Army. Among his legacies are the Army Family Covenant and Army Community Covenant, initiatives he implemented to provide soldiers and their families support commensurate with their service. He traveled around the world in his support of soldiers and his determination to supply their needs. In addition, Mr. Geren supported new initiatives such as the Wounded Warrior Program and reinvigorated traditional programs such as the Army family action plan and family support readiness groups.

Mr. Geren attended Georgia Tech from 1970–73 and received his bachelor of arts degree from the University of Texas in 1974. He later attended Uni-

Marshall Medal Recipients

*1960 Hon. Robert A. Lovett
*1961 Hon. John Jay McCloy
*1962 General of the Army Dwight D. Eisenhower
*1963 Hon. Gordon Gray
*1964 General of the Army Omar N. Bradley
*1965 GEN Jacob L. Devers
*1966 Hon. Harry S Truman
*1967 Ambassador Henry Cabot Lodge Jr.
*1968 GEN Maxwell D. Taylor
*1969 Hon. Cyrus R. Vance
*1970 GEN Lyman L. Lemnitzer
*1971 Hon. Dean Rusk
*1972 Mr. Bob Hope
1973 Hon. Henry Kissinger
*1974 Ambassador Ellsworth Bunker
1975 Ambassador Stanley R. Resor
*1976 Hon. Frank Pace Jr.
1977 Hon. James R. Schlesinger
*1978 Mrs. Oveta Culp Hobby
*1979 Hon. W. Averell Harriman
*1980 LTG James M. Gavin
1981 No Award
1982 Hon. Melvin R. Laird
*1983 Hon. Philip C. Habib
1984 Hon. Donald Rumsfeld
*1985 Hon. Paul Henry Nitze
1986 GEN John W. Vessey Jr.
*1987 Hon. David Packard
*1988 Hon. Casper W. Weinberger
1989 Hon. Frank C. Carlucci
1990 Hon. John O. Marsh Jr.
*1991 GEN Andrew J. Goodpaster
*1992 Hon. Gerald R. Ford
1993 Hon. George H.W. Bush
1994 GEN Colin L. Powell
1995 Hon. Richard B. Cheney
1996 Hon. Sam Nunn
1997 Hon. William J. Perry
1998 Hon. Norman R. Augustine
*1999 GEN Bernard W. Rogers
*2000 GEN Frederick C. Weyand
2001 Hon. Robert J. Dole
2002 Hon. George J. Mitchell
2003 LTG Brent Scrowcroft
2004 The American Soldier
2005 Mr. Tom Brokaw
2006 Hon. Warren B. Rudman
2007 LTG Julius W. Becton Jr.
2008 Hon. Madeleine K. Albright
2009 Mr. Kenneth Fisher

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versity of Texas Law School, receiving his juris doctor in 1978. From 1989 until he retired in 1997, Mr. Geren represented the 12th Congressional District of Texas in the U.S. Congress. During that time, he served on the Armed Services, Science and Technology, and the Public Works and Transportation Committees. Mr. Geren was an attorney and businessman in Fort Worth, Texas, before joining the Department of Defense in September 2001.

AUSA awards Mr. Geren the Marshall Medal in recognition of this very compassion for soldiers and their families, his depth of understanding, his enlightened leadership and his dedicated service to the nation. □

The Persistent Challenge of Ballistic Missile Defense

By Richard Hart Sinnreich

Concurrent with the 2010 Quadrennial Defense Review, the Defense Department has released its first-ever Ballistic Missile Defense (BMD) review. Mandated like the QDR by Congress, the BMD review furnishes a comprehensive look at U.S. BMD policies, strategies, plans and programs.

Historically, and ironically, few other defense programs have been as controversial as ballistic missile defense. The irony is that, since World War II, no other defense program has more directly sought the military safety of the U.S. itself. Indeed, until the events of 9/11, many considered the ballistic missile to be the only truly existential threat to the U.S. homeland.

Nevertheless, defense against such weapons has been controversial virtually from the outset and remains so today. Objections have ranged from the technological and fiscal to the strategic and even ideological and, in many cases, have combined all four.

The technological and fiscal problem is that, at least until now, means of defeating ballistic missile defenses have been much easier to design and even cheaper to field than missile defense systems.

A ballistic missile attack has the advantage of choosing its time and target, and the latter is a fixed point on the Earth. The defender must detect the launch, locate and track a relatively small object moving at very high speed hundreds or even thousands of miles away, then intercept and destroy it, preferably before it spawns multiple nuclear warheads and decoys.

As a result, a capable attacker can saturate any defense much more easily than the defender can respond with additional defensive weapons. So far, every solution proposed to offset this asymmetry would require deploying defensive weapons on satellites. Doing so not only would be expensive but also would further militarize space, whence both legal and ideological objections.

Confronting the challenge of deterring a major nuclear power such as the former Soviet Union, such objections were compelling. Thus as part of the first U.S.-Soviet Strategic Arms Limitation (SALT) agreement, the United States terminated its 1960s Safeguard BMD program after construction of a single radar site.

Since the implosion of the U.S.S.R., however, U.S. BMD efforts have focused on deterring China and discouraging such nuclear wannabes as North Korea and Iran. Because, until now, that challenge has been so much more modest, it has been possible to meet it with a combination of sea-based defensive systems and a very few land-based missiles deployed in California and Alaska.

The new report warns that this happy condition won't endure much longer. "The ballistic missile threat is increasing both quantitatively and qualitatively," it declares, "and is likely to continue to do so over the next decade ... ballistic missile systems are becoming more flexible, mobile, survivable, reliable and accurate, while also increasing in range."

The report admits that, where the U.S. homeland is concerned, this problem currently remains hypothetical. Instead, the immediate concern is the mounting ballistic missile threat to U.S. allies and regional partners. The report warns that "in regions where the United States deploys forces and maintains security relationships, [the ballistic missile threat] is growing at a particularly rapid pace."

The remainder of the report is devoted largely to proposed programs intended to confront that threat, from investment in improved land- and sea-based missiles and wider overseas deployment of early warning and tracking sensors, to development of "early-intercept" systems designed to destroy hostile missiles as quickly as possible after launch. The report also wisely proposes investing in non-space-based detection and tracking systems, recognizing that space-based systems are themselves becoming increasingly vulnerable to attack.

All of these proposals are compelling. But they also are very expensive, and thus compete not only with other military programs, including the continued funding of two expensive wars, but also with domestic programs that recent economic conditions have, and likely will continue to, hit hard.

Were the threat at issue to the United States itself, the BMD case might not be so hard to make, especially post-9/11. But it's another matter altogether to ask taxpayers at some considerable pain and in already difficult economic circumstances to invest in weapons systems, the principal current contribution of which would be to protect allies who, in too many cases, have proved reluctant to invest in their own defense, let alone contribute to the common security effort.

All of which ensures that it will take more than one report, however compelling, to convince a Congress already afflicted with budgetary sticker shock to pony up the funding that its proposals would require. □

Richard Hart Sinnreich *writes regularly for* The Lawton *(Okla.)* Sunday Constitution. *This article originally appeared in the February 14, 2010,* Lawton Constitution *and is reprinted by permission of the author.*

Marshall Medal Recipient
GEN Frederick C. Weyand, 1916–2010

GEN Frederick C. Weyand, the 27th Chief of Staff of the Army and the recipient of AUSA's George Catlett Marshall Medal in the year 2000, died February 10 at the Kahala Nui retirement residence in Honolulu, Hawaii, at the age of 93. A veteran of all of America's wars in Asia, GEN Weyand was the final U.S. commander in the Vietnam War.

"Fred Weyand is a soldier's soldier, and members of all services are better because of his service and his support," said AUSA President GEN Gordon R. Sullivan, U.S. Army retired. "His seven decades of selfless service to this nation, with combat service in World War II, Korea and Vietnam, sets him clearly as one of our most distinguished soldiers."

Frederick Carlton Weyand was born in Arbuckle, Calif., in 1916. He graduated from the University of California at Berkeley in 1938 and was commissioned a second lieutenant of infantry through the Reserve Officers' Training Corps program. In World War II, he served in China, Burma and India as an intelligence specialist. In the Korean War, he deployed and commanded the 1st Battalion, 7th Infantry Regiment, 3rd Infantry Division. Promoted to brigadier general in 1960, he served as the Army's chief of legislative liaison. As a major general,



U.S. Army

he commanded the 25th Infantry Division in Hawaii, where he trained and equipped his soldiers for deployment to the Republic of Vietnam.

In 1968, Weyand was promoted to lieutenant general and returned to Vietnam for a second tour with the II Field Force. He later became chief of the reserve components and was chosen to serve as the principal military advisor at the Vietnam peace negotiations in Paris with U.S. Ambassador Henry Cabot Lodge Jr. He returned once again to Vietnam, as a four-star general, to assume command of the U.S. Military Assistance Command, overseeing the withdrawal of American combat units from Vietnam. After serving as commander of U.S. Army Pacific in Hawaii, he became the Army's Vice Chief of Staff and, in 1974, the 27th Chief of Staff of the Army.

Following his retirement from the Army in 1976, he returned to Hawaii, where he served as the first vice president of the First Hawaii Bank until 1982. GEN Weyand was closely involved with AUSA, serving as the Hawaii Chapter president and as a member of the chapter's board of directors. He also served as president of Honolulu's Rotary Club and the Hawaii chapter of the Red Cross.

His decorations include the Distinguished Service Cross, Defense Distinguished Service Medal, Silver Star, Legion of Merit and Bronze Star Medal. GEN Weyand is survived by his wife of 10 years, Mary; three children; and four stepchildren. □

A Necessary Condition

By LTG James M. Dubik
U.S. Army retired

The war in Afghanistan is not the war in Iraq, but both wars have this essential commonality: Each country needs a security force that is large enough, capable enough and confident enough to provide national security. The size the Afghan national security force (ANSF) agreed to during the January London Conference—an Afghan army of 171,000 and a police force of 134,000—will not fit the bill. Incremental commitments to increasing the size of the ANSF have been part of the reason why, after almost a decade, the force is still too small, incapable of doing more. If we are to reach the strategic position in Afghanistan that we have reached in Iraq, the United States and NATO must commit to a larger ANSF, then make it sufficiently capable. By itself, an Afghan national security force is not a sufficient condition to guarantee strategic success, but it is a necessary condition.

In the summer of 2007, the United States committed to building an Iraqi security force (ISF) of 600,000–650,000. Over the next 12 months, we grew the ISF by more than 125,000—fielding new units, increasing the size of existing units, improving the fighting competency at the lower tactical levels through better training and more expansive partnership with units from Coalition forces, adding more sergeants and officers, and quickening the pace of equipment delivery. The sum of these actions improved the overall competence and confidence through-

out the force. Equally important, we committed to building this force, in conjunction with the Iraqi ministries of defense and interior, at the pace that the surge's counteroffensive required. This commitment was one of the ingredients essential to success.

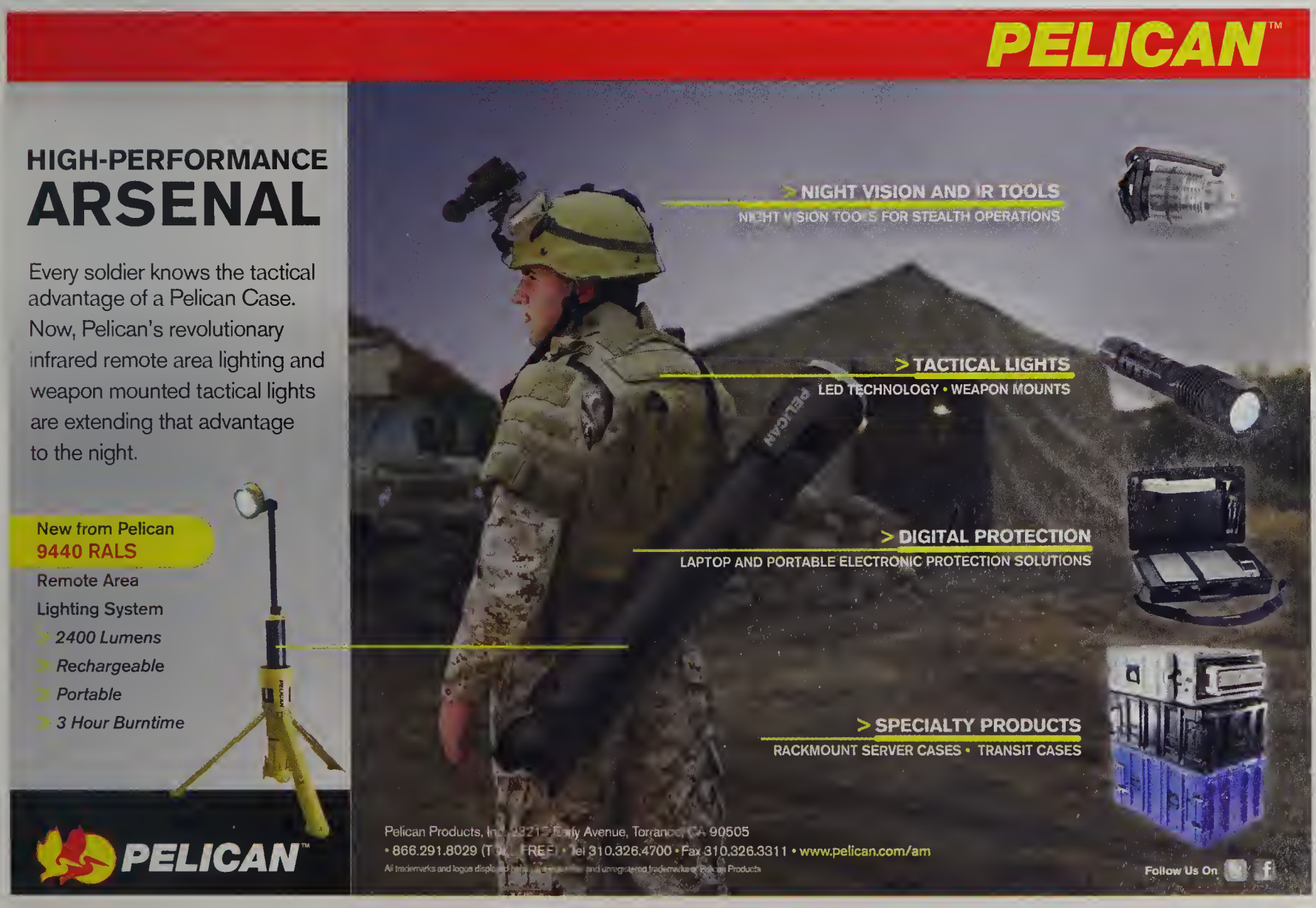
By tying the growth of the ISF to the operational pace, Iraqi forces were able to contribute not only to the offensive clearing operations but also to holding and building. Following a clearing operation, for example, Multi-National Corps-Iraq (MNC-I) could leave behind only some of its forces because they could partner with an adequate number of sufficiently trained, equipped and led Iraqi forces. The remainder of MNC-I's force, with other Iraqi units, could then continue counteroffensive operations.

This process was working well enough that ultimately Prime Minister Nouri al-Maliki had the confidence to launch a series of semi-independent operations in spring and summer of 2008, and we had the confidence to negotiate the status of forces agreement, accelerate the transition of provinces to Iraqi control and set the conditions for the withdrawal of Coalition forces. None of this was without risk or difficulty, and no one should interpret this as a process that produced a fully mature and professionalized Iraqi security force. Rather, what was produced was an Iraqi security force large enough and good enough to handle what was left of the threat after the counteroffensive, and one that could continue to improve over time. This is what is needed in Afghanistan.

We—NATO, the United States and the Afghans—must determine the size and composition of the ANSF that, when trained and assembled, will be able to secure Afghanistan. We will never be able to accomplish President Barack Obama's strategic objectives without this force. Furthermore, without it we back ourselves into a strategic corner. Either we will have to stay in Afghanistan longer than necessary or withdraw under adverse conditions. We can avoid this corner if we choose wisely.

Concerning both the Afghan army and police, there are issues regarding the cost of building this force and who will pay for sustaining it. There are also issues concerning literacy, corruption, leadership, recruiting and retention, as well as the practicalities of equipping and training troops and constructing facilities. With respect to police, there are questions of priority—national, local or border police—for all cannot be done simultaneously. There are also questions about how the policing function fits into an overall judicial and penal system. These issues should be addressed as "challenges to be overcome en route to building the ANSF needed to secure Afghanistan," not as metaphysical debates among U.S. and NATO policymakers or obstacles that demonstrate, *a priori*, building the ANSF is impossible. Such obstacles have been overcome in other countries at other times; they can be overcome in Afghanistan.

The ANSF we build only has to be good enough—better than the enemy it has to defeat. If we build this "good



enough" force large enough and sufficiently disciplined and led, and we build it at a pace dictated by the counteroffensive that GEN Stanley A. McChrystal has planned, we will have increased the probability of our success. We will have also decreased the probability of putting ourselves into the aforementioned strategic corner. Finally, we will have contributed to the conditions necessary for our troop reductions. We can then focus on the incremental improvement of the ANSF over time, using a much smaller multinational force.

To reiterate, building a sufficiently large, capable and confident ANSF is not sufficient by itself. The strategy that President Obama has announced is a comprehensive one. It requires, among other things, that governance in Afghanistan improve to a level at which Afghans view it as increasingly noncorrupt, capable and legitimate; that the Afghan government provide the modicum of goods and services that Afghans expect, then gradually expand from that minimum; that an "Afghan solution" be found that acknowledges and uses the enduring tribal aspect of Afghan culture in whatever emerges as a national government; and that the economy be weaned from the illegal drug trade and a more stable footing established. Simply put, a lack of commitment to an ANSF that is large enough and capable enough to secure its own nation, in conjunction with whatever local/tribal arrangements are necessary, makes these nonsecurity objectives moot.

Afghans know that if they do not have a security force—national through local/tribal—that is capable of handling national internal security requirements, the future of their nation, in whatever form it takes, is in doubt. The presence of this doubt hinders the accomplishment of President Obama's announced strategic objectives—if Afghan leaders believe that the current government is likely transient, they will be maneuvering more to achieve the best outcome for themselves, their supporters and their tribes rather than working to improve the current political arrangement and support the current constitution. Corruption will remain *de rigueur,* and the government will lose legitimacy.

All this is natural, understandable and foreseeable. Maslow's hierarchy of needs is very clear: After basic human needs are met, the multiple aspects of safety and security are next in order. In Afghanistan, safety and security are, and historically have been, the realm of both the government and the tribes. An Afghan government that cannot meet, in conjunction with an appropriate set of tribal arrangements, the basic safety and security needs of its people will not stand, at least not for long.

GEN McChrystal's estimate is that Afghanistan needs a security force of at least 400,000 as the governmental aspect of a security force. The United States and NATO should commit to that size of force, work to make it sufficiently capable and confident, identify the proper set of tribal arrangements and do so at a pace dictated by our counteroffensive requirements. □

***LTG James M. Dubik**, USA Ret., is a former commander of Multi-National Security Transition Command-Iraq and a senior fellow of AUSA's Institute of Land Warfare.*

GEN Alexander M. Haig Jr., 1924–2010

GEN Alexander Meigs Haig Jr., a former Secretary of State and White House chief of staff under two Presidents, died on February 20 at Johns Hopkins Hospital in Baltimore, Md., at the age of 85.

Born in Philadelphia, Pa., GEN Haig graduated from the U.S. Military Academy at West Point in 1947. He served in Japan as an aide to GEN Alonzo P. Fox, then-deputy chief of staff to GEN Douglas MacArthur. After serving on the staff of MG Edward M. Almond in the Korean War, Haig went to the Pentagon, where he became an assistant to Secretary of Defense Robert S. McNamara. In the Vietnam War, he served with the 1st Infantry Division. In 1969, then-COL Haig served as a military assistant on Henry Kissinger's National Security Council. He was later promoted to brigadier general and served as Kissinger's deputy.



U.S. Army

GEN Haig served briefly as the Army's Vice Chief of Staff in 1973 before being called back to the White House as chief of staff. He held the position through President Richard Nixon's resignation and President Gerald Ford's inauguration, resigning from the post in October 1974 to become supreme allied commander in Europe/commander of NATO.

He retired from the Army in 1979 and served as president of United Technologies for a year. From 1981–82, GEN Haig served as Secretary of State under President Ronald Reagan.

GEN Haig is survived by his wife, Patricia; three children; and his younger brother, the Rev. Frank Haig. He was interred at Arlington National Cemetery on March 2. □

Nonlethal Weapons And the Common Operating Environment

By MAJ Richard L. Scott

Every day, people are faced with complicated issues and sometimes make decisions resulting in undesired ramifications. People who feel victimized or marginalized may become disobedient or even violent. Governments will seek to seize or retain power. Populations will seek protection, fair treatment and representation. Cultural, ideological or political differences may further divide populations already separated internationally or within their own sovereign borders. Negotiations and diplomacy may fail. It is the responsibility of the government to ensure its military and law-enforcement officials are equipped with weapons that may allow them to achieve their objectives while still preserving the sanctity of life.

Current U.S. military operations aim to establish stable governments and require cooperation with combined and joint forces. Soldiers are expected to understand complex political, cultural and religious climates and appear professional and diplomatic in an age of web-centric live streaming media and 24-hour news coverage. With expectations that the operational environment will continue to become more complex, nonlethal weapon (NLW) proponents are working toward producing a viable alternative to lethal force for irregular warfare. To back away from applying nonlethal weapons in irregular warfare risks sending the message that the United States is incapable of either developing an NLW arsenal or determining how to employ NLW, or is reluctant to attempt a form of warfare that involves dealing with dissatisfied people as human beings and not simply as targets. How, then, may NLW be incorporated into current military operations?

Historical Relevance

During Operation Desert Storm, one of the nonlethal "smart weapons" utilized by DoD was a special warhead adapted for the Tomahawk cruise missile that dispersed thousands of carbon fibers after exploding over an electrical power station target. After the carbon fibers drifted down and settled, they caused the power station to short-circuit.

In 1995, U.S. forces deployed to Somalia to safeguard the withdrawal of United Nations (U.N.) peacekeepers. Then-Lt. Gen. Anthony Zinni, U.S. Marine Corps, was charged with leading the withdrawal of the peacekeepers, composed of Pakistani and Bangladeshi soldiers; the entire mission involved more than 2,000 coalition



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troops. Zinni deployed NLW, advance notification was passed among local civilians, and the U.N. force suffered no significant problems with crowd control or rioters. All troops and equipment were withdrawn without suffering a single casualty.

After U.N. peacekeepers were successfully withdrawn from Somalia in 1995, the U.S. government began developing an official NLW policy. In 1996, DoD issued Directive 3000.3, which directs the establishment of a joint service organization responsible for the development and employment of NLW; defines "nonlethal weapons"; and designates the commandant of the U.S. Marine Corps as the executive agent for the Joint Non-Lethal Weapons Program. DoD policy specifically states that these weapons do not guarantee zero probability of fatality or permanent-injury prevention. The directive clearly defines NLW and establishes the terminology associated with its use.

A few years later, GEN Wesley Clark engineered successful air strikes against Serbian targets in Kosovo largely to minimize the risk of death to American ground forces and noncombatants and to reduce unnecessary collateral damage. Unfortunately, casualties still numbered in the thousands, partly due to lack of a nonlethal arsenal. For that conflict alone, examples abound when, after careful planning considerations, NLW could have made a difference.

- NATO could have jammed hostile TV broadcasts or radio towers similar to the way the United States employed these technologies over Iraqi power stations during Operation Desert Storm.
- Electromagnetic pulse (EMP) could have been used to disable air-defense and other military electronic systems.
- Noxious malodorants, delivering offensive odors, could have been used against command-and-control facilities.
- NATO could have blocked, rather than bombed, key bridges, railroads and roadways.

After the bombing campaign ended, military police deployed into Kosovo. The MPs were tasked with conducting peace-support operations and civil-military operations, and providing support to local Kosovar law enforcement for various missions. While working peace-enforcement operations, the soldiers quashed civil uprisings on two separate occasions using nonlethal means such as the sponge grenade.

NLW and Irregular Warfare

The connection between NLW and irregular warfare is not easily drawn for students of conventional warfare. With irregular warfare, one must understand that goals, strategies, tactics and information operations are considerably dissimilar to conventional warfare. David Galula espoused this doctrine in 1964 when he wrote:

> Reflexes and decisions that would be considered appropriate for the soldier in conventional warfare and for the civil servant in normal times are not necessarily the right ones in counterinsurgency situations. A soldier fired on in conventional war who does not fire back with every available weapon would be guilty of a dereliction of his duty; the reverse would be the case in counterinsurgency warfare, where the rule is to apply the minimum of fire.

More than 40 years later, then-MG Peter Chiarelli mirrored those sentiments in an article for *Field Artillery* magazine:

> The other thing I learned is we are good at lethal effects; but in a counterinsurgency, nonlethal effects are as important as—and, at times, more important than—kinetic effects. We are very good at fighting and breaking things and teaching other people to do the same. But nonlethal effects are critical to winning the war in Iraq. So, if we're really serious about fighting an insurgency, we have to change our culture and accept the importance, and sometimes preeminence, of nonlethal effects.

Field Manual (FM) 3-24 *Counterinsurgency* similarly states, "The military forces that successfully defeat insurgencies are usually those able to overcome their institutional inclination to wage conventional war against insurgents." In the common operating environment (COE), soldiers and marines must prepare for operations in which they may be exposed to the use of humans as shields and so-called intermingled targets, whereby assailants hide among the people or in vehicles parked next to mosques, hospitals and schools. NLW could be used to target those assailants without causing unnecessary loss of life or property damage.

In order to achieve success and maintain the long-term goals of stability operations, peacekeeping, peace enforcement and humanitarian operations, casualties must be kept to a minimum. Reconstruction of infrastructure and return of security and economic viability are vital components of an effective stability operation. It is unacceptable to expect that soldiers and marines charged with enforcing the rule of law be equipped only with tools that kill or destroy that which they were sent to protect.

Contemporary U.S. military operations are aimed at restoring peace and stability. The ultimate goal of these missions cannot be accomplished through destruction and brute force. Soldiers and marines, therefore, must be equipped with an alternative to killing or doing nothing at all. NLW provide the user the ability to incapacitate or repel an adversary without permanent consequences. There are a wide variety of counterpersonnel and countermateriel NLW, as well as some countercapability options that can be referenced at www.murdoch.edu.au/elaw/issues/v7n2/sautenet72_text.html; many are ready for use in irregular warfare.

Case Studies

The year 2003 was difficult for U.S. forces in Iraq. Servicemembers struggled to preserve peace while assisting the government in protecting its resources against a growing insurgency. Examining actions taken by soldiers and marines in Iraq in 2003 is particularly advantageous because Iraq is still

considered the COE and enough time has passed that information has been compiled and analyzed and can be put into the appropriate context for future wartime planning and execution.

Three examples are discussed here: checkpoint operations, urban riots and crowd control. The conditions in each situation are similar: U.S. troops, stationed in Iraq in 2003, responding to an unconventional threat with conventional weapons and tactics. In each example, U.S. troops responded with what they believed to be the appropriate use of force. After each example, a brief discussion addresses any changes to tactics, techniques and procedures taken by U.S. or other forces since the original incident. Finally, a recommendation is included offering nonlethal tools that may further prevent similar instances from happening again. Analysis of such events allows us to determine how NLW might have been applied and catastrophic results avoided.

Checkpoint Operations. *Issue:* In March 2003, U.S. troops fired upon a vehicle carrying 13 women and children, killing seven, at a military checkpoint. According to reports, when the vehicle failed to stop at the checkpoint, troops were ordered to open fire, as they were apparently faced with no alternate means to make the vehicle stop. U.S. Central Command in Iraq later issued a public statement that its soldiers had followed prescribed rules of engagement to protect themselves.

Discussion: Soldiers and marines must be able to differentiate between a legitimate threat and a noncombatant who might be disoriented or fleeing for his or her life. The actions taken by those charged with operating the checkpoint may have profound results.

Incidents continue in which Iraqi families fail to slow down at military checkpoints, resulting in injuries, deaths and strained relations between nations. Meanwhile, U.S. and Iraqi forces continue to face an enemy force that uses vehicles loaded with explosives for suicide missions.

Then-LTG Pete Chiarelli, the second-highest-ranking general in Iraq at the time, stated: "If you believe, as I believe, that the insurgency over time has repopulated itself, you have to ask the question: Why has that occurred? I think this is one of the reasons. What I'm trying to tell you [is] every time we do this, we're creating more people [who] shoot at us, make bombs and plant bombs."

COL Brian Jones, then-commander of the 3rd Heavy Brigade Combat Team, 4th Infantry Division, agreed: "We need kits that block a road well up front of our lead and trail vehicles. Sawhorses, cones, signs, spike mats and similar tools help prevent these unfortunate circumstances."

In response to requests from soldiers, gun-mounted lasers are being fielded and tested as a means to get Iraqi drivers' attention so they will slow down, turn away or stop. The Iraqi Ministry of Interior is also working with the United States on a long-overdue media campaign aimed at instructing Iraqis on proper conduct around convoys and at checkpoints, so



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as to avoid any unnecessary injuries or deaths.

Recommendation: The portable vehicle-arresting barrier is lightweight, easily emplaced and recoverable. This system can be unpacked/set up for use with a two-man team in less than two hours and allows normal traffic flow. Upon command, if an approaching vehicle fails to stop, the checkpoint guard activates the system in "capture mode" with a remote-control pendant from a distance between 300–1,000 feet. The capture net raises to full height in less than two seconds and wraps around the vehicle; the capture lines are tightened by vehicle motion. The capture net can stop a 7,500-pound truck traveling at 45 miles per hour within a distance of 200 feet. Vehicle occupants cannot open doors, impeding escape.

Another option is the modular crowd-control munition, which resembles the Claymore mine, except that it is filled with 600 .32-caliber rubber pellets. Yet another option is scattering caltrops on roads and runways. Caltrops are nonreflective and always land with one of their four spikes in an upright position; the spikes are hollow and can perforate a self-sealing rubber tire. In addition, road spikes can be thrown in front of speeding cars to blow out their wheels; road barriers and devices may rise multiple feet above the road surface and physically prevent access to any vehicle; and the vehicle lightweight arresting device is a small, lightweight mesh blanket consisting of road spikes that entangles wheels and axles.

Urban Riots. *Issue:* In June 2003, six British soldiers and four Iraqi civilians were killed and another eight British soldiers and 17 Iraqis wounded when a protest involving more than 400 people converged in the town of Majar al-Kabir. The protest was in reaction to alleged "intrusive searches" by the British that the local population felt offended Muslim tradition. As the situation deteriorated and grew larger, more vocal and more violent, the British were left with only rubber bullets and lethal ammunition to quell the uprising. As children began to throw stones, the British responded with warning shots followed by lethal fires into the crowd.

Discussion: In this scenario, the British found themselves in a situation familiar to Americans serving in Vietnam three decades earlier. Troops were faced with either doing nothing at all or employing their lethal weapons. This black-and-white perspective of conflict forces ground troops to make decisions that may have international repercussions.

Recognizing this, in 2006 the British Royal Marines reached out to the international community and, along with the U.S. Marine Corps, established a nonlethal training program during the annual Tradewinds exercise in Jamaica. More than 120 troops participated in a scenario involving belligerents hurling bricks and flour bombs as well as demeaning insults at the students. To begin, the "rioters" stayed primarily on the street and moved without obstruction, but as the scenario intensified, they moved into the city alleys for a more authentic feel. British Royal Marine Capt. Rhys Hopkins stated, "We teach the troops that they just can't shoot unruly people. ... It is good to learn nonlethal systems to establish order." In the end, more than 1,200 troops were trained on how to appropriately handle an urban riot situation. Although it took a tragic international incident to serve as the impetus for such training, the British have recognized the urgency to correct past mistakes and properly prepare their troops for the challenges associated with unconventional operations.

Recommendation: A variety of NLW exist that may be significantly advantageous for dismounted troops encountering an unfriendly mob but preferring to maintain control of the situation rather than exacerbate it. One of the most effective systems, and the only recommendation given here that is not yet available to the military, is the active denial system (ADS). The U.S. Air Force Research Laboratory and the Joint Non-Lethal Weapons Program have teamed up to develop a nonlethal technology that may be as useful as Israel's "Scream" weapon. The ADS uses electromagnetic energy to stop or deter a hostile enemy, providing the user the ability to stop aggressors without causing permanent injury and before a confrontation turns deadly. With a range of 700 yards, the ADS can be used for protection of DoD resources in operations such as peacekeeping, humanitarian missions and other unconventional situations in which lethal force is undesirable.

Another interesting NLW option would be a variation of the long-range acoustic device (LRAD). This 45-pound dish emits a warning tone at an adjustable level; at its maximum level—50 times the normal human threshold of pain—it is capable of permanently damaging hearing. The maximum range of the LRAD is 500 yards, but at 300 yards its tone is similar to the high-pitched shrill of a smoke detector, only louder. These devices have been used on U.S. ships since 2003. Other options include MK4 pepper spray, M84 stun grenade, M1012 12-gauge rubber projectile, M1013 crowd-dispersal round, M203 40 mm M1029 crowd-dispersal cartridge, M1006 40 mm sponge round, GG04 stun hand grenade and the M26 taser.

Crowd Control. *Issue:* In his book *Fiasco,* Tom Ricks details an unfortunate crowd-control situation that occurred between civilian demonstrators and U.S. military personnel on patrol near Fallujah, Iraq. The situation may well have been avoided, if nonlethal technologies had been used. An active duty colonel is quoted saying, "The lead vehicle fires a warning shot to get (the people) out of the way. ... A gunner in one of the rear vehicles puts his head down and opens up with a .50 cal, just opens up, and lays down seven people." Another witness states:

> The demonstration was approximately 200 persons. ... Some shots were fired from AK-47 assault rifles from the rear of the demonstration. Generally these shots were not aimed; sometimes they were. The Humvee gunner from their D Co. (Anti-Tank Company) did fire a burst

> of .50 cal. The Iraqi who was killed I remember the most was an elderly man who took a .50-cal round to the head at short range. Given that I was not in that soldier's position, I cannot say he made a bad call.

Discussion: Both descriptions of this situation reflect a common theme: U.S. forces responded to civilian demonstrators with the level of force they deemed appropriate and people subsequently died. Unfortunately, this situation may have been avoided had these troops been trained on and equipped with NLW.

Various countries around the world actively train on and employ NLW for situations just such as this. For example, the Israeli army used a nonlethal weapon to disperse a crowd of Palestinians, numbered in the hundreds, who were demonstrating against Israel's security forces in the West Bank in 2005. When the Palestinians began throwing rocks at the soldiers, the Israelis employed their Scream weapon, which emits bursts of sound that cause an overwhelming sense of dizziness and nausea. According to a CBS report, the targeted individuals "could not stay for any length of period in the effective range of the weapon." This weapon fires what amounts to acoustic bullets at a desired frequency, which can be dialed up or down depending on the amount of energy one desires to generate. It can not be overstated how useful an NLW such as a land-based LRAD, the Israeli Scream or ADS would be for U.S. troops in future IW scenarios.

Recommendation: Barring fielding of a land-based LRAD, active denial system or Scream for U.S. troops currently deployed, M84 stun hand grenades may prove useful. These may confuse and disorient the enemy by causing pain, shortness of breath and extreme discomfort, but they have no long-term effects. Several variations of the MK19 grenade launcher can achieve effects similar to the stun grenade, but from a distance of 100–500 meters. Other options have already been mentioned.

Lessons for the Future

According to a February 2004 article by the nonpartisan Council on Foreign Relations, the use of NLW could have significantly changed the course of Phase IV reconstruction in Iraq. It states:

> Wider integration of NLW into the U.S. Army and Marine Corps could have reduced damage, saved lives, and helped to limit the widespread looting and sabotage that occurred after the cessation of major conflict in Iraq. Incorporating NLW capabilities into the equipment, training and doctrine of the armed services could substantially improve U.S. effectiveness in conflict, post-conflict and homeland defense.

The article concludes that "equipping U.S.-trained and supported local forces in Afghanistan and Iraq with NLW would help reinforce authority and be more acceptable to local populations."

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opportunity to look at how things might have been different given another chance. For example, NLW may have proved useful during Operation Restore Hope in Somalia between 1992 and 1993. Foamed barriers, noxious smells and piercing audio waves might have been utilized in lieu of lethal ground-based and airborne platforms. In Rwanda, EMP or other high-energy technologies could have quashed radio broadcasts urging genocide. In Macedonia, malodorants or dyed foam, coupled with personnel-capturing nets, could have been used against those who attacked the U.S. Embassy in 1999. The consequences of not having NLW alternatives are immeasurable and glaringly apparent. There must be an expectation for leaders to demonstrate vision and employ tactics that do more than bring about only death and destruction.

Some people may assert that incorporating NLW into the military arsenal is a politically correct sign of weakness. Others might argue that the United States can conduct irregular warfare effectively while also working to control violence associated with war. What specific weapons are appropriate for one situation or another? How do we help unstable governments achieve the requisites for democracies while fighting insurgencies, crime, ignorance, superstition, radicalization and poverty? U.S. forces face challenges like these every day as they work to provide resources and services to people around the world.

NLW facilitate efforts to control or disperse a crowd, provide convoy protection, transport suspects or detainees, or augment an existing arsenal of lethal weapons. NLW are an option for use by trained professionals in appropriate situations. They are a tool that allows the legitimate government to protect its interests and achieve its objective without the secondary effects associated with lethal weapons. It is to this extent that NLW may prove to be a valuable asset for a government attempting to win the hearts and minds of an unsettled domestic population.

As people begin to understand the vast array of NLW being developed around the world, as well as the complexity of counterinsurgency operations, it becomes very apparent that this is an issue of profound importance. Leaders must begin to look for ways to achieve their political goals while also protecting the sanctity of human life. NLW can bridge the gap between lethality and doing nothing at all. □

MAJ Richard L. Scott *is the fire-support officer for the 21st Cavalry Brigade (Air Combat), Fort Hood, Texas. He has served as the chief engagement officer for the Multi-National Corps-Iraq (III Corps) reconciliation and engagement cell; the Counter-rocket, Artillery and Mortar Task Force integrator for XVIII Airborne Corps and Multi-National Corps-Iraq; and as a current operations officer and battle captain for the Combined Joint Special Operations Task Force in Afghanistan.*

ARCIC /AUSA writing contest

The Army Capabilities Integration Center (ARCIC) is seeking to identify, discuss and influence the outcome of significant defense issues that affect the U.S. Army. To allow for more direct participation in the public debate of defense-related issues, ARCIC and AUSA are once again co-sponsoring a writing contest. The submission of quality manuscripts is encouraged.

The theme is "Capabilities Needed for the Army Future Force, 2025 & Beyond." Papers must be original, unpublished and between 5,000 and 10,000 words, with a one-page synopsis and biography of the author. The deadline for submission is 31 May 2010. A cash prize of $1,000 will be paid to the winner, and all papers will be submitted to AUSA's Institute of Land Warfare for possible publication.

Paper Submissions

on disk only to:

ARCIC Initiatives Group
Writing Program
Building 133
Fort Monroe, VA 23651

or e-mailed to:

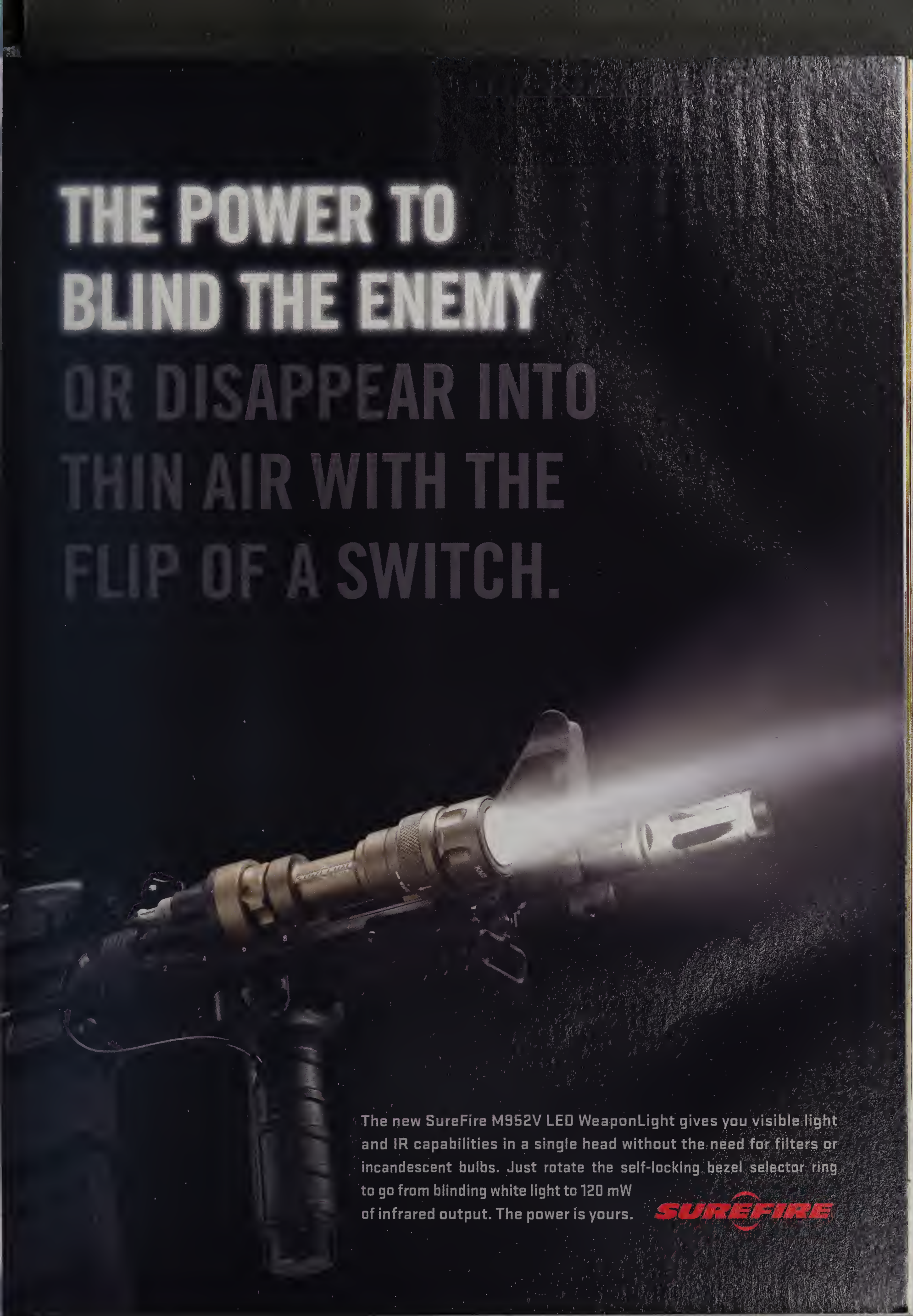
robert.toguchi@us.army.mil

For more information, visit www.arcic.army.mil

The United States Army neither states nor implies any endorsement of AUSA, the Institute of Land Warfare or any other non-federal entity participating in this event.

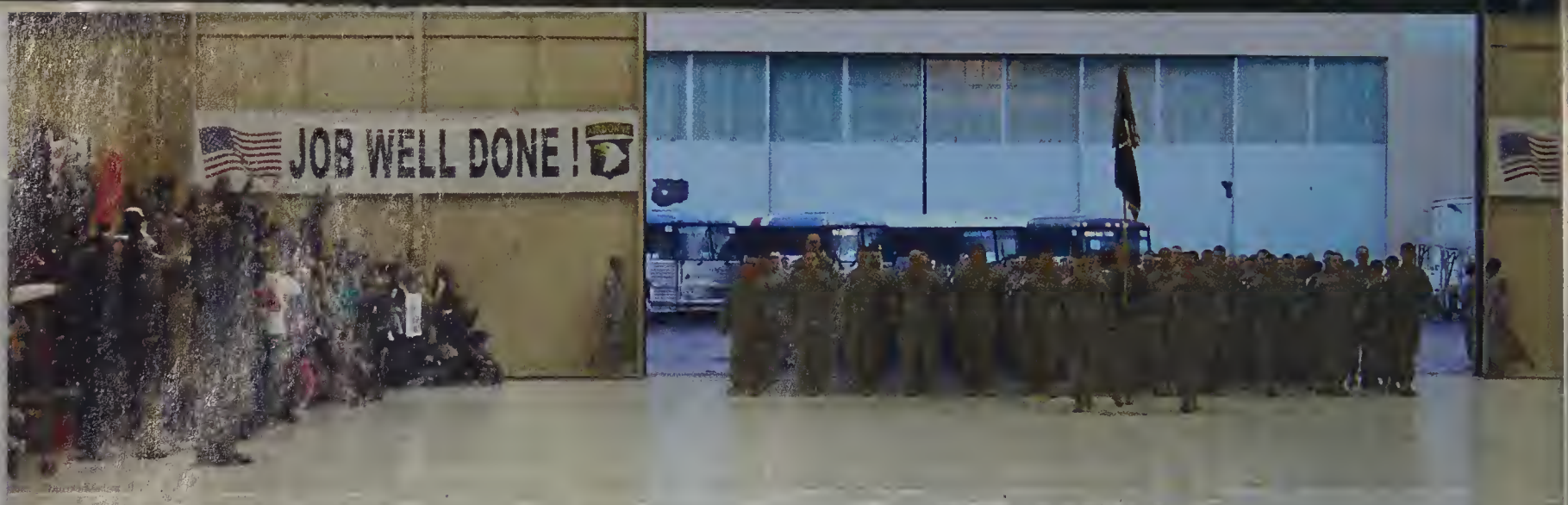
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U.S. Army

Installation Management Command

Stepping Up to the Cha

By LTG Rick Lynch





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PO2 Steven L. Shepard



PO2 Steven L. Shepard

We are currently engaged in the longest war sustained by an all-volunteer force in our nation's history, and the Army is on the move with the drawdown in Iraq, the increased support to Afghanistan, global repositioning of the forces, and implementation of the last round of base realignments and closures.

Our nation is in an era of persistent conflict, placing tremendous stress on the force. Coupled with constrained financial resources, this has resulted in one of the most challenging and dynamic times for Installation Management Command (IMCOM). Never before have the services of IMCOM been so critical to the well-being and readiness of the force. Business as usual simply will not work; the times call for a new approach. This new approach demands agile, aggressive management by those of us in the installation community. Our soldiers and families need us now more than ever before, and IMCOM must be positioned to sustain, support and defend while managing many priorities for the Army enterprise.

The installation management community is stepping up to this challenge with unprecedented determination, energy and pride. Members of both IMCOM and the Office of the Assistant Chief of Staff for Installation Management are doing their part to implement a cost culture that will result in superior support to soldiers and families that is predictable, standardized and cost-effective across the installation community enterprise.

Garrison commanders—and IMCOM personnel at all levels—are adopting a cost-conscious business model to generate savings at the local level. No action is too small to help save the command money, and everyone has been



Melanie Casey

Participants at the Family Fun Fair held at Fort Meade, Md., enjoy a spinning ride. The event was sponsored by the Directorate of Family and Morale, Welfare and Recreation.



Jeremy Wise

Above, firefighters check the condition of an "injured" soldier during a force protection exercise at Fort Rucker, Ala., in December 2009. Right, PVT Ricardo Samudio returns a volley during a sitting-volleyball tournament at Fort Sam Houston, Texas. PVT Samudio lost his right leg below the knee in December 2008 when a grenade hit the vehicle in which he was riding in Baghdad.



Steve Elliott

asked to contribute to this effort.

Our fellow soldiers, families, civilians, members of Congress and the American people are counting on us to be true stewards of the taxpayers' dollars. We must ensure that every penny we spend supports our mission and that no waste occurs on our watch. Garrison commanders are sharing best practices and success stories for saving money on www.garrisoncommand.com, a collaborative tool for the garrison commander community.

LTG Rick Lynch is commander of Installation Management Command and Assistant Chief of Staff for Installation Management.

We know that our soldiers are the finest warriors in the world—and that our Army will not break because of them—but we must also recognize that our Army might break because of the stress Army families are under. There are many services that IMCOM provides to our families that are especially important during extensive deployments. The capstone of these services is the Army Family Covenant—our promise to our soldiers and family members that we will provide a high quality of life commensurate with their sacrifice and service. The Army Family Covenant is nonnegotiable and is fully funded by the Army.

Other services that will continue to be fully funded in this challenging economic environment include life, health and safety programs, and those services that prepare our soldiers and their families for deployment in support of Army force generation (ARFORGEN). The ARFORGEN model establishes a standard, predictable tempo for preparing units for combat and affords soldiers and families the comfort of a timetable for deployment.

The one constant in our reality is that change is taking place faster than ever before. The task of the installation management community is to remain as relevant to Army readiness as possible. We are here to provide "Army Strong" installations in support of senior commanders and care for soldiers, families and civilians at the level they so rightly deserve.

At the end of March, we unveiled the Installation Management campaign plan, which provides priority and direction across the 2012–17 program objective memorandum cycle. The campaign plan is organized into six focus areas, or lines of effort, and the keys to success in each.

Soldier, Family and Civilian Readiness

We will promote a deployable mindset across the enterprise—this applies to the entire Army family, including soldiers, family members and civilians. Our soldiers must be mentally and physically ready at the right time. Our facilities and systems must be ready to support deployment at the right time.

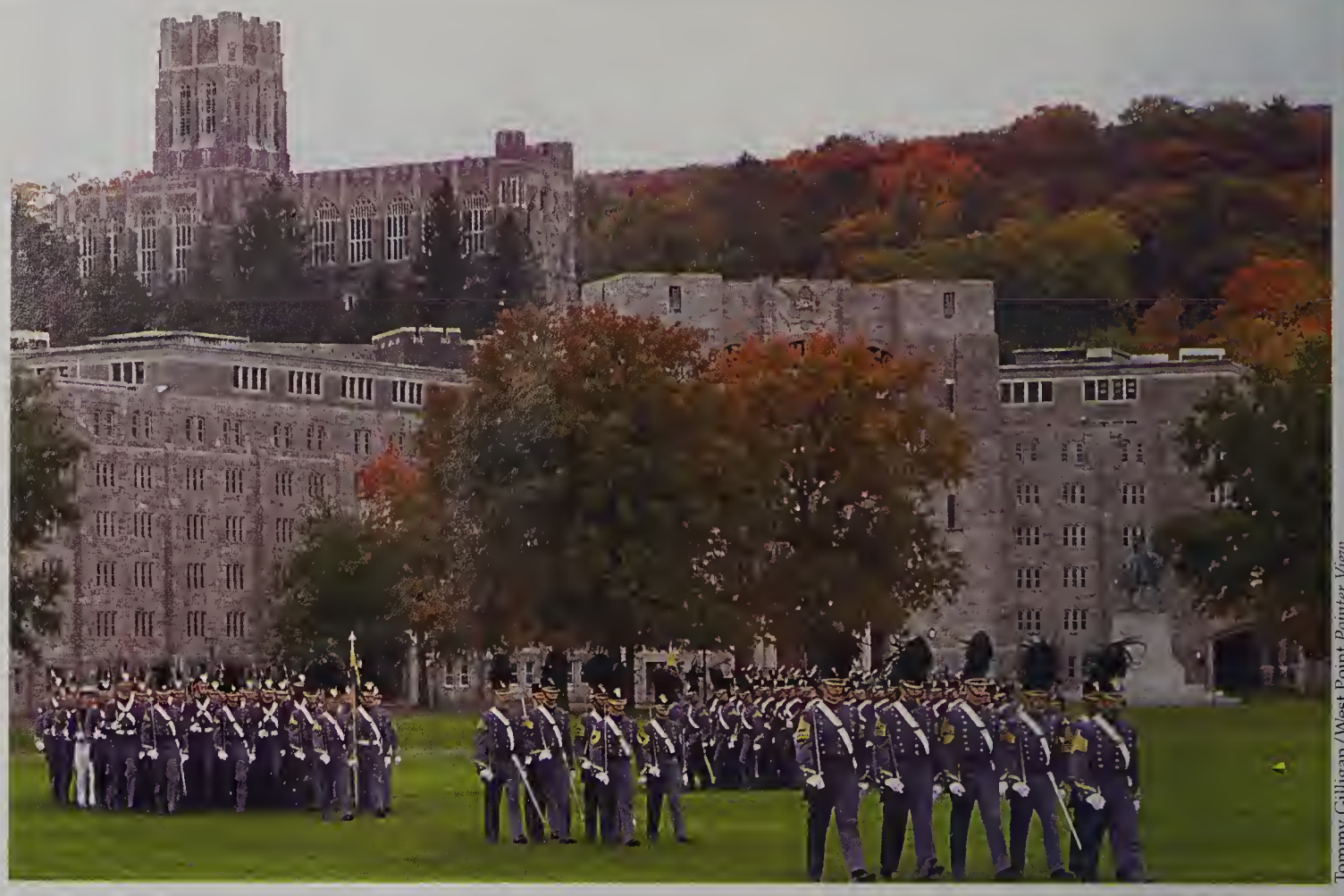
To accomplish this mission and support senior commanders, we will increase soldier resiliency through the implementation of the comprehensive soldier fitness program; provide responsive services that meet ARFORGEN requirements; provide effective family readiness groups and rear detachments; and support the transformation of the operational and generating forces.



THE DIFFERENCE IS KNOWING IT'S SAFE INSIDE BEFORE GOING INSIDE.

Army modernization requires groundbreaking, networked capabilities to identify and neutralize hard-to-find threats in complex environments. Advanced sensors and unmanned air and ground systems dramatically increase awareness and capability at every level—from joint headquarters to the soldier on patrol. The result is a more powerful, effective and safer fighting force.

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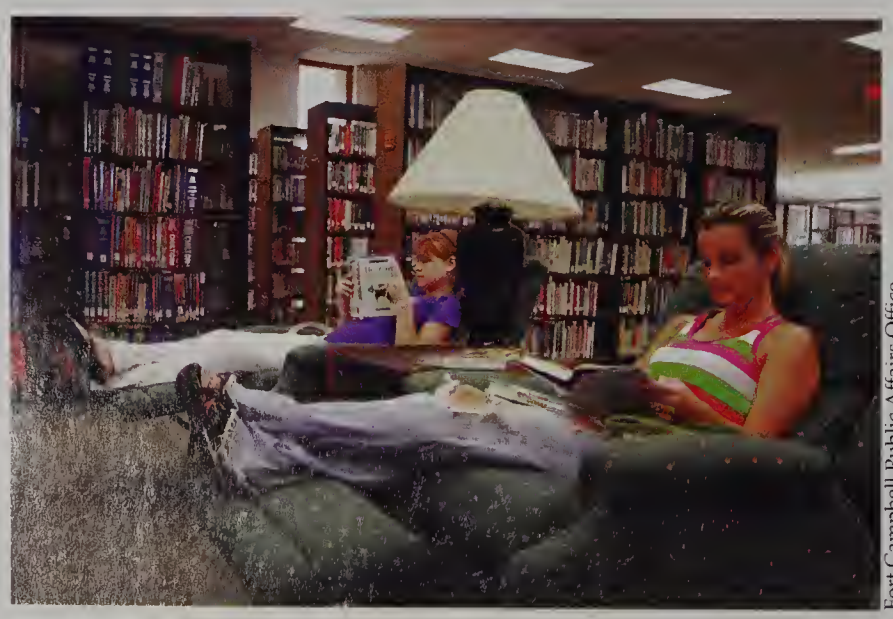


West Point, first occupied in 1778, is the oldest continuously garrisoned military post in the United States as well as the home of the U.S. Military Academy.

Tommy Gilligan/West Point *Pointer View*

Specifically, the ARFORGEN model advances the goal of growing and transforming the Army and ensuring soldier and unit readiness. IMCOM will continue to optimize and standardize installation processes and procedures to support ARFORGEN's success, enabling the Army to prevail in current conflicts while simultaneously preparing for the next. We will provide support that is consistent and effective throughout the ARFORGEN cycle; our support for the reset phase will focus on rebuilding readiness for the future. Our programs will be well-designed and executed, helping to build an Army community composed of resilient, well-balanced soldiers, families and civilians.

To effectively support our combat-readiness mission, all facets of the IMCOM organization will work in close coordination with the Army command/core enterprise commanders and other senior commanders. In addition, we will collaborate with our services and infrastructure core enterprise partners to share ideas and best practices that contribute to more efficient and effective services, infrastructure and operational support of combatant commanders based on ARFORGEN requirements.



Patrons enjoy some downtime in the quiet and comfort of the R.F. Sink Library on Fort Campbell, Ky.

Fort Campbell Public Affairs Office

Soldier, Family and Civilian Well-Being

Our Army families are under tremendous strain, and their well-being is one of the Army's primary concerns. IMCOM is committed to providing them with the quality of life that they deserve in return for their invaluable service and selfless sacrifice on behalf of our grateful nation.

To keep our promise to the Army family, we will standardize and fund existing family programs and services; provide facilities and programs that support transition, safety, recreation, travel and single soldiers; enhance community outreach and recommit to the Army Community Covenant; meet the needs of soldiers, families and civilians throughout the entire deployment cycle; and ensure resiliency and balance in mind, body and spirit.

We recognize that the Army's Gold Star families' tragedy never stops. We will never forget the ones they hold dear, our nation's brave sons and daughters who made the ultimate sacrifice for our freedom and for the freedom of others far from our shores. We are committed to supporting these precious families as they deal with their loss. We are equally determined to provide the long-term support and care they need through survivor outreach programs.

Leader and Workforce Development

Our soldiers and families are not the only members of the Army family experiencing extreme stress. IMCOM has the largest Department of the Army civilian workforce in the world. To succeed in the challenging days ahead, we will invest in our talented civilians who have invested their time and talents in IMCOM.

We will develop our workforce to



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Teresa Brodsky

Youth from the Detroit, Mich., Arsenal Middle School and Teen Program volunteer for Earthworks, separating soil for organic composting used in the Earthworks community garden.

build multiskilled, adaptable leaders and establish clear career paths for their future in IMCOM. We will use effective leadership, mentoring and knowledge management to develop and maintain effective teams and an environment of open communication with our workforce and our partners in the Army community.

Installation Readiness

Installation readiness translates into the ability to provide a growing and transforming Army with the infrastructure and support services it needs to remain a highly effective, expeditionary and campaign-quality force. We must identify redundant programs and select the best, while reducing or eliminating the others—without sacrificing support to Army families.

For too long, the Army has focused on mission priorities without giving full consideration to cost. New programs have been developed without properly utilizing existing programs that do the same job. This must stop.

Garrison commanders must take a hard look at cutting programs that are redundant or simply not relevant. We need to "connect the dots" of all our programs to eliminate the unnecessary ones.

Energy and Sustainability

At the same time that we are focused on making our dollars go further, we must also pursue sustainability as a major pillar of installation readiness. Today the interdependencies among mission, energy security, environmental stewardship and community relations have never been more apparent. IMCOM is in a strong position to develop and manage installations that fully reflect this new frame of reference and bring into balance seemingly incompatible concepts.

Senior commanders and garrison commanders need to recognize the impact of savings generated through energy efficiency—savings that can be used elsewhere in the communities they manage. IMCOM will build on the work we've already begun, work that capitalizes on one of the greatest assets at our disposal—land—in order to advance renewable energy sources such as wind, solar and geothermal power. An equally important objective to address is installation dependency on the grid for electric power.

To meet these and other challenges, we will continue to execute programs that recognize energy as a strategic resource and address the priorities of the Army strategy for installations, the Army energy security implementation strategy and other guidance. It takes a significant amount of energy to sustain our installations, and we have both the opportunity and obligation to address installation energy.

Safety

IMCOM will proactively and aggressively ensure safe, secure installations for soldiers, families and civilians by making safety everyone's responsibility. Installations must have safety standards, and we will work with garrison commanders to identify and assess risks. Every garrison must have updated safety plans, and every leader throughout the command must have a "safety officer" mind-set.

The large majority of accidents and fatalities affecting the Army family occur off-duty and away from direct leadership. Therefore, specific risk-reduction measures implemented under the campaign plan will focus on comprehensive suicide prevention and privately owned vehicle safety programs, including motorcycle safety.

We are firmly committed to strengthening a culture of safety awareness that pervades our daily operations and guides our actions in all activities. Creating a culture of safety and sustainability and a healthy work environment is critical to our success as a command and a family—an Army family.

We have a clear path forward with the new Installation Management campaign plan, and I look forward to implementing the plan across the command in the months ahead. As we all know, however, change is constant. We will develop new campaign plans to stay current and relevant in these challenging times. One thing that won't change is IMCOM's commitment to the Army family. ★

OACSIM Installation Geospatial Information and Services

Advancing the Army's Geospatial Capability

By
The OACSIM IGI&S
Headquarters
Support Team

The Office of the Assistant Chief of Staff for Installation Management's (OACSIM) Installation Geospatial Information & Services (IGI&S) program is leading the effort to streamline geospatial business processes to help the Army stay ready and relevant to meet challenges in a time of persistent conflict, and to provide a quality of life for soldiers and families commensurate with their service.

OACSIM established the IGI&S program as a liaison for geospatial activities in the Army's Installations and Environments domain. IGI&S represents the Department of Defense's capability to capture, display and analyze geographically referenced information in support of installation management.

Geospatial information systems (GIS) and geospatial technologies, which are increasingly becoming a part of life by solving daily problems in ways that are quickly understood and easily shared, are a core component of IGI&S. With popular and accessible commercial mapping tools like MapQuest and Google Maps, web portals for geospatial data such as geodata.gov, and tools for mapping real estate such as Red Fin and Zillow, soldiers and civilians are accustomed to using GIS to provide answers to both routine and complex questions wherever they have access to the Internet. The stated mission of the



Geospatial imagery, as in this hurricane tracking map, has become a staple for keeping up to date with weather patterns. The Army's Installation Geospatial Information & Services program is designed to support installation management.

Army's IGI&S program is to "strengthen the Army geospatial infrastructure and globalize assets by providing IGI&S support and capabilities" in support of the Army's overall mission to protect and defend.

In addition to OACSIM, other Army staff help ensure that the Army's IGI&S mission is executed. While OACSIM provides IGI&S policy, guidance and standards, other agencies and commands—including Installation Management Command (IMCOM), the National Guard Bureau, the Army Reserve, U.S. Army Medical Command and Army Materiel Command—provide execution and support across the enterprise from headquarters to garrison offices.

To create more equity and efficiency in the Army's geospatial efforts, IGI&S is working to increase the sharing of GIS data between installations with the intention of reducing redundancy and unnecessary work for those who need GIS data to support installation workflow. The IGI&S program is also tasked with reducing the variance in the quality and quantity of geospatial information across the Army's Installations and Environments domain.

To consolidate and create a common set of geospatial functions throughout the Army, the IGI&S program implemented the Army Mapper system. Located behind Army Knowledge Online (AKO) at https://mapper.army.mil, Army Mapper is the IGI&S program's enterprise geospatial system. The IMCOM Systems Implementation and Fielding Division is leading Army Mapper's technical development, and IGI&S is identifying the system's functional and technical requirements.

Army Mapper provides the infrastructure foundation for secure sharing of geospatial capabilities and data in accordance with Army and Department of Defense enterprise architecture standards. Army Mapper also integrates the commercial Google Earth Enterprise application with Army Headquarters business systems such as the Army installation status report program, the Army stationing and installation plan, the real property planning and analysis system, the headquarters installation information system and the real estate management information system for a visual representation of previously tabular data.

With Army Mapper, commanders, civilians or any person with Common Access Card (CAC) or AKO access can view installation GIS data, answer questions and solve practical problems. For example, Army Mapper can support critical installation management functions such as emergency services, disaster support planning, facilities management, military exercise planning, and family, morale, welfare and recreation event planning in addition to providing directions from one location on the installation to another.

The Army Mapper system features a data repository, web map viewer and, eventually, desktop tools features. Army Mapper's data repository is a vast repository structured for full life-cycle geospatial data capture, maintenance, analysis and archiving. The system's web map viewer features a web-based interactive map with a window into the data repository, without the need for specialized software or advanced geospatial training. Currently under development, Army Mapper's desktop tools will provide an Internet-accessible suite of advanced mapping and drawing software applications available to geospatial

To contact IGI&S, call Vincent Nicchitta (703-601-2541) or acsimigi&s@conus.army.mil, or on Twitter (username: Army IGIS1). For more information about Army Mapper, contact Army Mapper program manager Ashley Ann Talley at 410-436-6317 or ashley.ann.talley@us.army.mil.

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AAI

In fewer than four years, the Army's geospatial imagery program is on track to establish geospatial information systems links, garrison to garrison, in the continental United States and beyond.

analysts and power users from any computer or location.

Although using Army Mapper does not require advanced GIS skills, it remains a tool primarily for the Army's GIS community of geospatial specialists, analysts and officers who produce image- and vector-based map products. At the installation level, the Army's GIS professionals lead geospatial data collection, data conversion, data creation and cartography for map delivery. Many of the Army's GIS professionals design databases and coordinate physical changes to data using their knowledge of spatial projections and feature representations, such as points, lines and polygons.

According to Vince Nicchitta, IGI&S program manager, "For the Army's GIS community, the final delivery of Army Mapper will represent a centralized and comprehensive GIS database that reduces the information technology footprint at the installation level and creates a common installation picture [CIP]."

The Army's CIP establishes a minimum set of geospatial data layers needed to support Army installation mapping and visualization. Guided by the Army's CIP, IGI&S develops and publishes quality assurance plans (QAPs) to identify data acceptance criteria and quality standards and to outline procedures for measuring data against those standards.

Quality assurance plans are the official IGI&S data documents stating functional and mission requirements, direct data and metadata standards, and acceptance criteria. Compliance with QAP guidelines ensures that Army enterprise geospatial data is standardized, shareable and easily consolidated into Army Mapper to support decision-making processes at the headquarters and installations levels.

QAPs are drafted by IGI&S with the support of Department of the Army headquarters-level proponents and circulated among the IGI&S working group and GIS stakeholders at the installation level for a 30-day period of review and comment. Once the comments are reviewed and accepted, the QAP is sent to OACSIM leadership for final acceptance.

In addition to developing standards for GIS data collection, OACSIM's corresponding goal is to support global access to GIS tools at installations. To that end, IGI&S funds software licenses and maintenance support for approved GIS tools by Environmental Systems Research Institute (ESRI) and Bentley Systems, the world's leading providers of software solutions in the GIS/geospatial market.

In 2008, IGI&S signed a blanket purchase agreement with ESRI for software maintenance to support GIS activities at the installation level. IGI&S recently updated ESRI funding and is currently negotiating with the U.S. Army Corps of Engineers' Army Geospatial Center (AGC) to be added to their ESRI software maintenance contract. By joining AGC's ESRI contract, the IGI&S program expects significant cost savings over the current agreement.



OACSIM IGI&S

In late 2008, the Army purchased an enterprise license subscription with Bentley Systems—providing access to the entire suite of Bentley computer-aided design software for all installations—in an attempt to level the playing field between those installations with GIS and those without it. The enterprise license subscription increases IGI&S capability for installations through an expanded list of available software products and applications offered by Bentley. Implementation of the Bentley subscription is over a two-year period that began in fiscal year 2009.

Reducing costs, improving the quality of GIS data and sharing data across installations are the fundamental goals of the IGI&S program. Using a combination of approaches, IGI&S is working to provide the best possible geospatial data for the best possible decision making.

"The IGI&S program has been around for less than four years. In that time, we've made significant strides, but we still have a lot more to do. I am optimistic that in the long run we will be able to build efficiencies into the system to better support GIS professionals at the garrison so that they can better support the installation's mission," said Nicchitta. "As a part of the OACSIM team, our work comes down to supporting soldiers, their families and the Army mission."



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Cementing Change
Making ARFORGEN Institutional



U.S. Army

> *"We will not cement the transformational change of the Army until the institution reflects that change."*
>
> —GEN George W. Casey Jr., June 2007

Since the Secretary of the Army's approval of Army force generation (ARFORGEN) as the Army's transformational 21st-century force-generation construct in 2006, disparate elements in the Army have matured and refined—with varying degrees of success—the many systems that make the process work. U.S. Army Forces Command (FORSCOM), the ARFORGEN manager, has, in the main, led this collaborative effort by seeking and building partnerships with



U.S. Army

By GEN Charles C. Campbell



U.S. Army/CPL Brandon Babbitt

LTG William G. Webster (left), commanding general, Third Army/U.S. Army Central, introduces GEN Charles C. Campbell (right), commanding general of U.S. Army Forces Command, during a battlefield update at Camp Arifjan, Kuwait, in February.

those who share and serve the common purpose of efficiently preparing fully manned, equipped and trained forces to meet combatant command and service demand for landpower capabilities.

The efficacy of the ARFORGEN model is not in question; combatant commander, Army commander and state adjutant general feedback is overwhelmingly positive. When one considers the number of modular units, both active and reserve components, that have been successfully manned, equipped, trained and deployed overseas, it is easy to appreciate this effective, progressive approach to readiness and force generation. Despite this record of unprecedented success, the question remains: How does the Army formally incorporate these experiences in preparation for what follows once balance is achieved?

Given a condition of persistent conflict and the prospect of bringing the Army into balance after more than eight years of combat, the Army is at a strategic point where it must change or risk becoming irrelevant, not unlike the innovative period following 2001 when the modularity and ARFORGEN concepts were conceived. This situation presents us with the unique opportunity to make institutional the improvements we have made over the last decade in order to realize Chief of Staff of the Army GEN George W. Casey Jr.'s vision and maintain 21st-century relevancy. It is imperative, therefore, during this transformational budget-development cycle to consolidate lessons learned in the generating force over the last decade and systemically build a "balanced Army for a balanced strategy" that is relevant to the 21st century. GEN Casey describes that future Army as consisting of a versatile mix of tailorable and networked active and reserve components operating on a rotational cycle to provide a sustained flow of trained and ready forces for full spectrum operations and to hedge against unexpected contingencies at a sustainable tempo for our all-volunteer force. This future Army must be capable of contending with an ever-evolving enemy employing dynamic combinations of conventional, irregular and terrorist capabilities.

More than eight years of war experience coupled with recent division, brigade and functional commander feedback highlight a number of unfinished institutional adaptations the Army must address to cement the three major changes made over the last decade: conversion to modular units, implementation of ARFORGEN and creation of operational reserve components. To implement these changes, GEN Casey is pressing the Army, principally the generating force, to take the next essential step in the maturation of Title 10 systems that support the Army's force-generation process by making ARFORGEN institutional in doctrine, regulation, policy and strategy. Before discussing what making ARFORGEN institutional means in practical terms and why it is essential, however, it is useful to review GEN Casey's recent guidance.

First, according to Field Manual (FM) 1 *The Army*, the Army exists to provide combatant commands with versa-



U.S. Army

Military lawyer CPT Kate Gowel (third from right), with her siblings at home in Lorton, Va., was the first of the six to join the military.

GEN Charles C. Campbell is the commanding general, U.S. Army Forces Command (FORSCOM). When FORSCOM is mobilized for combat operations, he is responsible for the oversight, staffing, training and equipping of 750,000 active duty, Reserve and National Guard soldiers.



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U.S. Air Force/A1C Laura Goodgame

Crew chief SPC Kayla Moore, Company A, 2nd Battalion, 3rd Aviation Regiment, covers her sector in a UH-60 Black Hawk helicopter while traveling from Forward Operating Base Lightning to Contingency Operating Base Ajiristan, Afghanistan, in January.

tile land forces ready to fight and win the nation's wars. Once a validated request for conventional forces is communicated to the Army from the combatant commands, the service is required to meet that demand with trained and ready land forces. Today the force-generation construct we use to synchronize the Title 10 systems to build unit readiness needed to satisfy such demands is ARFORGEN. During the June 2009 Army Enterprise Board meeting, GEN Casey reaffirmed ARFORGEN as the Army's enduring core process.

Second, in July GEN Casey stated his desire to return the Army to a supply-based rotational ARFORGEN model, as originally conceived. This model is predicated upon one-to-two and one-to-four boots-on-the-ground (BOG)-to-dwell ratios for the active and reserve components, respectively. For an Army that is anticipating continued high demand for forces, a supply-based approach signals the beginning of predictable rotational cycles designed to make force packages available at predetermined times during three-year and five-year cycles for active and reserve components. In his October 2009 ARMY Green Book article, GEN Casey described this available-pool force package as consisting of one corps headquarters, five division headquarters, 20 brigade combat teams (BCTs) and approximately 90,000 enablers required to support these formations. This force package includes approximately 170,000 soldiers, of which 60,000 are Army Reserve. A similar distribution of capabilities will exist in the reset and train-ready pools, and each of these force packages will progress through the ARFORGEN model on a cyclical basis. These force packages will increase strategic flexibility as well as restore operational depth—the ability to pull or surge forces from the train-ready pool earlier than planned.

Third, GEN Casey wants to capitalize on the power of an enterprise approach and transfer the responsibility for synchronizing and managing the production of outputs (inputs to ARFORGEN) from the Army staff to the core enterprises. He intends to accomplish this in time for the first deploying BCT in fiscal year (FY) 2012. When an organization adopts an enterprise approach, the individual elements of the corporate body must fundamentally change business practices from those optimized for each of the separate elements to those that advance the corporate good. Once this approach is fully adopted by the Army and our ARFORGEN-informed processes are optimized for the enterprise, the Secretariat and Army Staff will be better prepared to focus on strategy, policy, programming and budgeting. Ultimately, the enterprise must be responsive to the priorities of the Army's core process—ARFORGEN.

Because few have an instinctive sense for the meaning of "making ARFORGEN institutional," it is necessary to identify the elements that, taken together, constitute tangible actions necessary to incorporate formal change within the institution. Doing this will enable the Army enterprise to implement GEN Casey's vision of ARFORGEN as the enduring force-generation model. Yet our effort to transform the institutional Army must be informed by the lessons of war and shared observations from both the operating and generating force. Thus in early 2009, FORSCOM, as the readiness core enterprise (RCE) lead, identified to the Secretary of the Army 14 internal and three external institutional "disconnects" along with recommended solutions that, once accomplished, would markedly improve ARFORGEN. Thus far we have achieved a measure of success by implementing these initiatives. As a result of our success, however, we have determined that to make ARFORGEN institutional as the Army's enduring force-generation construct, we must accomplish seven essential tasks by 2012. Without these changes, the Army will regress to the linear, tiered-readiness Cold War-era approach to force generation that is completely unsuitable for an Army engaged in persistent conflict.

Seven Essential Changes

First and foremost, the Army must rapidly codify ARFORGEN in appropriate regulations, pamphlets and policies. We are only now, four years after implementing ARFORGEN, staffing the regulation that will formalize ARFORGEN authorities and responsibilities. Once it is published, the Army will develop a supporting ARFORGEN pamphlet that will list the policies, processes, procedures and staff actions required to execute ARFORGEN. In addition, the Army Campaign Plan will continue to com-



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Members of 1st Armored Division's 501st Military Police Detachment zero their weapons at the reopened Caughman range on Victory Base Complex, Baghdad, in January.

U.S. Army/SGT Samantha Beuterbaugh

plement the new regulation by detailing the steps the Army is taking to continue the maturation of the ARFORGEN process. Most importantly, this set of documents will serve to articulate the statutory authorities and Department of Defense guidance that form the underpinnings of Army force generation and provide the programmatic cost drivers affecting future Army budgets.

It is well established that the Army Chief of Staff is seeking to restore balance by the end of 2011 through the implementation of four imperatives—sustain, prepare, reset and transform. Most recently, the RCE has focused ARFORGEN improvement efforts on reset, the systems designed to systematically restore redeployed units to a level of readiness that permits the resumption of collective training for future missions. While the RCE's training support and resourcing conference (TSRC) has iterated into a well-honed forum for "pushing" units from reset to deployment, the readiness community has lacked a similar forum for "pulling" units from theater through reset. Not surprisingly, the RCE-hosted senior-level reset conference held in Atlanta last summer validated the need for a reset support and resourcing conference (RSRC), a corollary forum to the TSRC. The RSRC fills a critical gap in ARFORGEN synchronization and sets the conditions for units to resume full spectrum operations collective training.

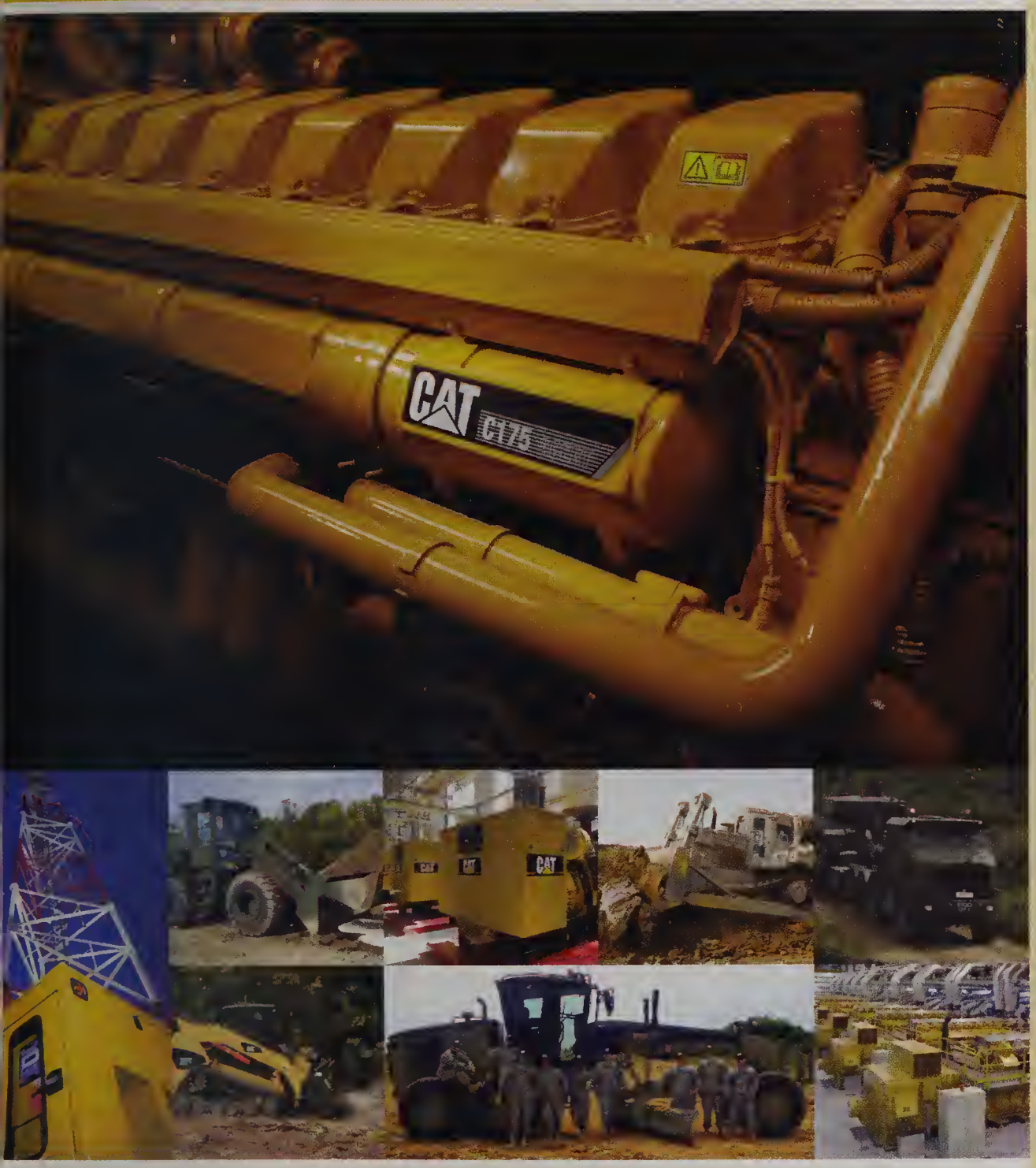
The scope of our reset effort is little appreciated by most outside the Army. For instance, in FY 2010 the Army will reset approximately 365 active units, 182 National Guard units and 291 Reserve units. The complexity of the enabling tasks associated with this undertaking represents the real challenge. To mitigate this complexity and structure the process, the RCE now communicates the "demand signal" to the other core enterprises for the delivery of resources. Major elements of the resourcing demand signal are principally derived from the Army sourcing laydown (ASL), which is the alignment of Army forces against combatant command requirements, and the Army training laydown, which describes the training that units in the ASL must execute. When these elements are communicated during the RSRC and TSRC, the RCE is able to provide a rationalized, comprehensive demand signal to drive other core-enterprise outputs in time. Communicating a precise demand signal to the larger enterprise is a major ARFORGEN synchronization improvement that we continue to refine and intend to codify in regulation and policy.

The other core enterprises send the demand signal and, operating within their respective enterprises, generate the requisite outputs that become inputs to ARFORGEN. It is not sufficient, however, to merely articulate a generic demand signal. In practice, the demand signal is a sophisticated notion that the Army Chief of Staff has expanded to include "aim points," or event-based readiness benchmarks. Aim points put greater precision on the demand signal by requiring the other core enterprises to responsively deliver their respective outputs—particularly to enable collective training—at the right time and place.

Although the generating force has made significant progress responding to the demand signal, much of the policy and many of the processes supporting ARFORGEN today were designed for the Cold War-era Army based on a tiered-readiness force-generation model. Our commanders and their staffs, both active and reserve components, work every day to fashion acceptable but suboptimal synchronization "work-arounds" at the installation level in the absence of institutional aim points. Three examples of these are the difficulty in synchronizing NCO and officer education requirements; the challenge of coordinating sensible command tours at all echelons; and timely delivery of equipment training sets with unit ARFORGEN progres-

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sion. The work of reforming the Army's policies and processes to conform with aim points is very difficult, and the effects of changes made in one functional area are frequently in tension with other functional areas. Once these foundational aspects of ARFORGEN are in place, the Army will be able to efficiently and accurately forecast its resourcing requirements—primarily in terms of cost drivers—to satisfy the demand for trained and ready forces.

In the ARFORGEN process, collective training is the nexus for effectively integrating and synchronizing the delivery of core-enterprise outputs in time to build the readiness of forces needed to meet the demand for conventional Army land forces. In December 2009, GEN Casey directed a study to determine how FORSCOM could more effectively fulfill its responsibilities as the collective training integrator. The findings will require transformational change given the many legacy organizational lines, disparate roles, perceived responsibilities and entrenched culture. Clearly, the Army would be best served by aligning collective training responsibilities, capabilities and capacities discretely under FORSCOM, the command charged with executing collective training as a core competency. Currently FORSCOM must fashion inefficient "partnerships of the willing," which have an ad hoc quality, in order to conduct collective training for some types of units. Appointing a lead integrator for collective training will enable one command to synchronize and maneuver fungible collective-training capacity to requirements based on ARFORGEN priorities in a responsive, predictable and more affordable manner. A lead integrator will optimize the manner in which the Army delivers collective training expertise and capacity.



U.S. Army

GEN Campbell explains his goals for Army force generation.

In addition to properly aligning collective training functions, we must revisit several decisions that greatly increased the number of two- and three-star level commands that have their terminus in Headquarters, Department of the Army (DA). There are currently 27 direct reporting units (DRU) to DA. Requiring commanders to report directly to DA staff officers has mixed matters of command and policy in ways that inject inefficiencies in our force-generation process. To mitigate these deleterious effects, Army service component commands (ASCCs) should be formally aligned to the readiness core enterprise. ASCCs have an essential role in ARFORGEN and must be accommodated given their equities in the Title 10 aspects of readiness. Moreover, in recent years the ASCCs have weighted the delicate balance between their responsibility to the Title 10 Army and their respective combatant commands toward the latter. This imbalance is in part an unintended consequence of aligning the numbered armies as DRUs to the DA staff. Aligning the numbered armies to the RCE for purposes of ARFORGEN allows the appropriate Title 10 oversight and restores the constructive tension between the ASCCs' responsibilities to their service and their respective combatant commands.

This misalignment of operating forces is further exacerbated by the fact that the Army is modular only to corps level. What remains is legacy structure in the strategic- and theater-level force that is not optimized for our BCT-centric Army and today's operating environment. As the Army undertakes redesign of the theater and strategic forces, we must do so within the context of ARFORGEN and modularity, but also for the good of the larger enterprise. This redesign initiative must create additional tactical structure and not simply rearrange the theater-level structure to optimize for the functional "stovepipe" at the expense of the ARFORGEN process. This is particularly true for echelons-above-corps signal and military-intelligence structure. Too many organizations want to protect their structure and their legacy methods of doing business.

To fully implement the Army Chief of Staff's vision of a supply-based ARFORGEN construct and force packages, we must make institutional recurrent, certain and predictable access to the 60,000 reserve component soldiers who are envisioned as part of this force package. To achieve desirable and sustainable BOG-to-dwell ratios for the active component, the Army must fully include the reserve components within the ARFORGEN process. Maintaining robust and ready operational reserve components within ARFORGEN provides maximum readiness at an affordable cost. Returning the reserve components to a strategic reserve role may yield short-term savings but will ultimately cost the nation much more and will squander what today is widely recognized as a national treasure—a seasoned, combat-capable Army National Guard and Army Reserve not seen since the end of World War II.

The Total Army Analysis 12-15 was completed based upon the strategic assumption of access to the reserve components, within which much of the unique, echelon-above-brigade and low-density capabilities exclusively reside. To meet the sustained mobilization of the 60,000-strong reserve components required in GEN Casey's available-pool force package,

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A paratrooper with 1st Brigade, 82nd Airborne Division (Advise-and-Assist Brigade), in Iraq video-chats with his wife and children during the Christmas holidays.

U.S. Army

the Army is modernizing its mobilization processes to more rapidly and efficiently bring reserve component formations to deployment-ready status, which is essential for the Army of the 21st century. To preserve this national treasure, the Army must honor the reserve component soldiers' commitment and sacrifice by making institutional the concept of the reserve components as an operational force. Army-led efforts are under way to recalibrate the programmatic underpinnings necessary for supporting the reserve components within ARFORGEN. In addition, the current Quadrennial Defense Review (QDR) acknowledges "the critical contribution made by the Reserve Component in recent years." The QDR also highlights the DoD-initiated studies that are examining the issues associated with employing the reserve components on a routine, rotational basis as part of the total operational force for both domestic and overseas operations. These efforts will fail should the notion of an operational reserve not be codified in our national military strategy and made institutional within the Title 10 Army.

We must remain mindful that our effort to make ARFORGEN institutional is inextricably joined with and supported by the business processes of the Army. Formalizing ARFORGEN, therefore, must include establishing an information architecture that weds ARFORGEN to the Army's core resource-management processes. By more effectively integrating the business systems and processes the Army uses to fulfill its Title 10 responsibilities, the enterprise will better support the Under Secretary of the Army as the chief management officer in his effort to inculcate a "cost culture" for the Army. In addition, a comprehensive enterprise-information architecture sets the conditions for the Army to build high levels of readiness quickly and affordably. The effort to develop and implement an Army enterprise information architecture is gaining momentum. The Army's enterprise task force and the RCE are coleads for a Tiger Team that is tasked with recommending a business architecture that rationalizes the links between planning, programming, budgeting and execution; the Global Force Management Allocation Plan; and ARFORGEN. When the business architecture is fully supported by a well-designed information architecture, it will provide leaders at all echelons with the right information at the right time in order to maximize the return on investment of all readiness resources—funds, manning, equipping and training.

As the world's only superpower, the United States must remain ready to fulfill its role in shaping the 21st-century security environment. By making ARFORGEN institutional, the Army will ensure a greater return on the nation's investment in readiness. In the final analysis, the true measure of success is the Army's ability to generate trained and ready forces on a sustained basis due to the condition of persistent conflict. This view of our future security environment is, according to a recent *USA Today*/Gallup poll, shared by 67 percent of the American people, who believe we will be deploying combat troops for at least another two decades.

Our Army has made significant progress after more than eight years of war; more of the active and reserve operating force is ready and capable of meeting the defense requirements of the nation than at any other time in the history of Army. It is my strongest conviction that making ARFORGEN institutional is the only reasonable approach to cementing this change and enabling further progress. As GEN Casey said during a recent interview, "Changing institutional bureaucracies is really hard. People make incremental change and think it's hard, but we have to completely change how we're doing business." ★

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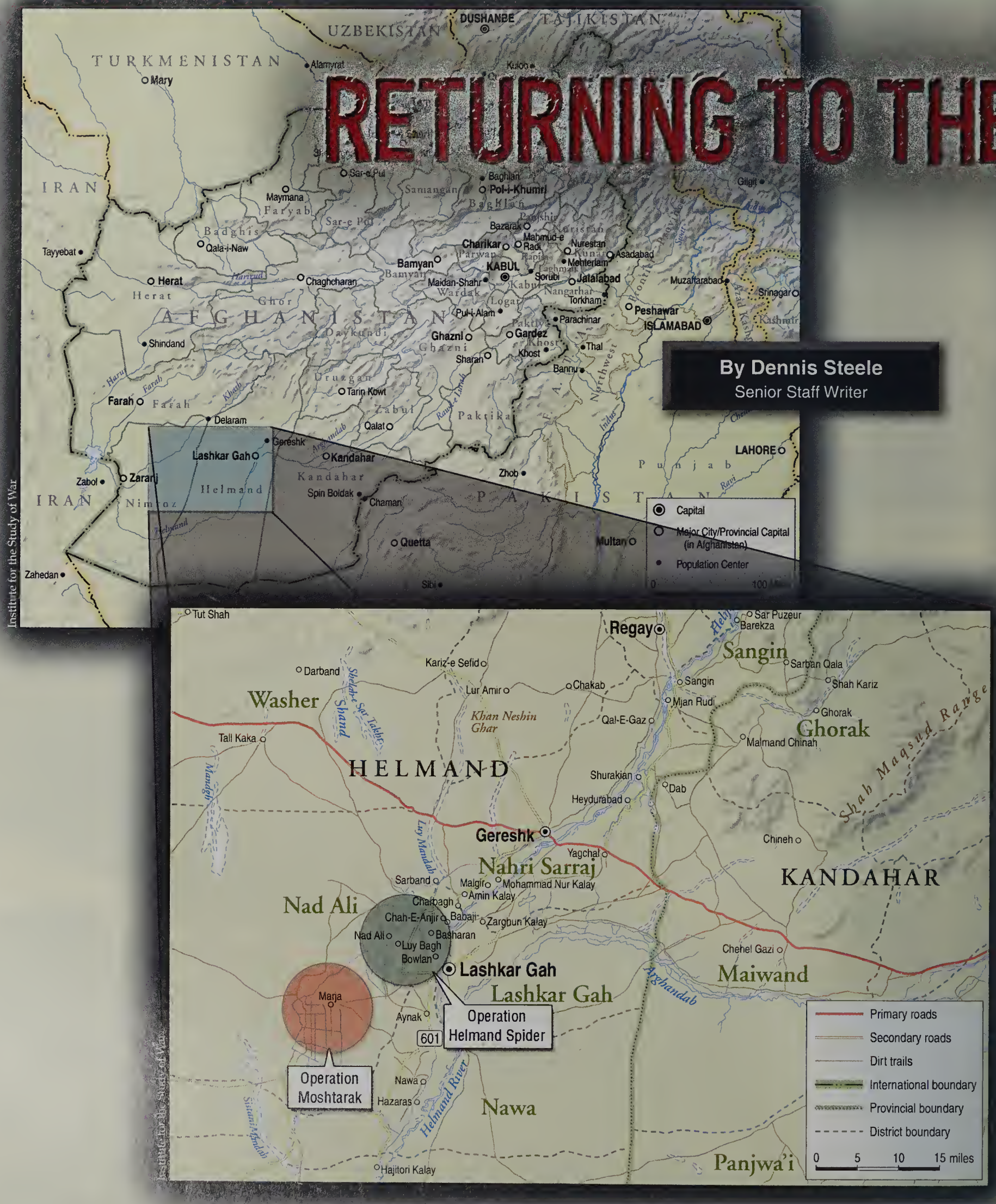
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The Opening Move in a 2010 Push

RETURNING TO THE



By Dennis Steele
Senior Staff Writer

OFFENSIVE IN AFGHANISTAN

OPERATIONS IN AFGHANISTAN'S HELMAND PROVINCE WERE THE GAMBIT IN A CAMPAIGN to wrest control of key population and support centers from the Taliban that will continue for a year or longer, using the combat power of additional U.S. forces to beef up NATO's International Security Assistance Force (ISAF).

In the largest operation since the start of Operation Enduring Freedom in 2001, about 11,000 American, British, Canadian and Afghan troops (more than 15,000 including support forces) swept into a strategic portion of Helmand Province in southern Afghanistan, with the main effort centering on the farming enclave of Marja, cited as an important Taliban power center, logistics point and link in the group's southern infiltration route.

Called Operation Moshtarak (Dari for "together"), the offensive was commanded by British Maj. Gen. Nick Carter, commander of lSAF's Regional Command-South, and led by U.S. Marine Corps and Afghan army units. The conventional operation began February 12 and lasted two weeks until Marja was declared clear and the Afghan national flag was raised.

Led by elements of the U.S. Army's 5th Stryker Brigade Combat Team (SBCT), 2nd Infantry Division, Operation Helmand Spider was conducted in conjunction with Operation Moshtarak, providing support by clearing and holding a large area northeast of Marja, cutting off escape routes for Taliban forces in that direction, and protecting lines of communication from the U.S. Marine Corps' primary base in southern Afghanistan, Camp Leatherneck, and the U.S. Army and British camp, Camp Bastion, both located near Lashkar Gah.

Afghan army elements with Canadian advisors worked with the 5th SBCT. Although Helmand Spider was a large operation, far fewer U.S. civilian media embedded reporters accompanied the 5th SCBT than the Marine task force, so it received significantly less attention in the United States.

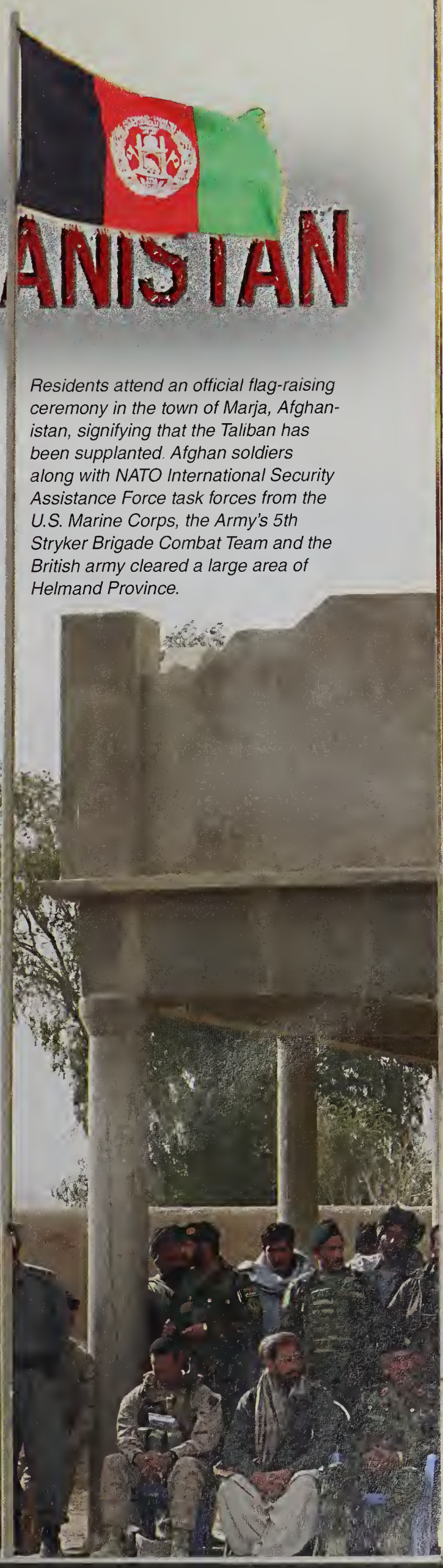
Marja encompasses a string of clustered buildings along the main road—"road" being a stretch for the rutted dirt track and "buildings" being a stretch, too—from Lashkar Gah, and family farm plots radiate from it for many miles. Plots are delineated by irrigation ditches—many built by the U.S. government in the 1950s and 1960s—with a mud-walled family compound or two in each plot. Marja is a major agricultural area, both for conventional crops and for opium poppies.

The terrain is tough—muddy and largely open ground—and the same



DoD/Cpl. Mary E. Carlin, USMC

Residents attend an official flag-raising ceremony in the town of Marja, Afghanistan, signifying that the Taliban has been supplanted. Afghan soldiers along with NATO International Security Assistance Force task forces from the U.S. Marine Corps, the Army's 5th Stryker Brigade Combat Team and the British army cleared a large area of Helmand Province.



applies to the territory cleared by the 5th SBCT. Stryker formations also faced many improvised explosive devices scattered along the roads, but an intensive road-clearing operation preceded initial vehicle movement. (Most marines were inserted by helicopter during the initial assault.)

ISAF made no secret of its intentions to kick off operations against the Taliban in Helmand Province. Public announcements informed citizens that it was going to happen, openly giving Taliban forces the option of leaving instead of fighting. The announcements shocked conventional military thinking, breaking the absolute rule of never telling the enemy what you are going to do. Leaders in Afghanistan, however, believed the benefits of a prepared civilian community and, hopefully, a reduction in enemy resistance outweighed the risks. Nevertheless, special operations surgical raids were conducted to kill or capture high-value Taliban members before the initial insertion of conventional forces. Results from those raids were not announced. At the same time operations were being conducted in Helmand Province, Pakistani intelligence services—cooperating with the U.S. Central Intelligence Agency—successfully captured Afghanistan's second-highest-ranking Taliban leader during an operation in the port city of Karachi.



DoD/Cpl. Mary E. Carlin, USMC

U.S. Army 2LT Jesse Underwood fires at a Taliban position during Operation Helmand Spider.

Estimates of the number of Taliban fighters who stayed to fight ISAF forces vary widely from fewer than 300 to as many as 700, or more. As of this writing, no official total of Taliban killed or wounded during the fighting had been released. ISAF casualties were relatively light. Fourteen NATO troops, including eight U.S. marines, were killed in the initial two weeks of the Helmand operations. Three Afghan soldiers died during the same period. No number was given of NATO troops wounded in the action; however, in addition to those wounded in action, it was reported that a number of troops were evacuated because of orthopedic injuries (mainly leg, knee and ankle) caused by heavy loads and rough terrain.

Instances of civilian casualties caused ISAF commanders to tighten targeting approval procedures (which were already stringent) for indirect fire and air support to keep from further alienating the civilian population. Several thousand (7,000 to more than 20,000, depending on who is estimating) Afghan refugees from the fighting clogged the city of Lashkar Gah. Regardless of the exact number of refugees from these operations, the problem is severe enough—and could cause a high degree of negative repercussions—that officials plan to build refugee centers before conducting operations in major population centers in the future.

Operations in Helmand embrace the classic tenets of current U.S. counterinsurgency doctrine and tactics. The goal is to clear, hold and build. Directly following the clearing operation was the insertion of what was described as a "government in a box"—a new district governor, civil administrators and ISAF civil affairs advisors along with Afghan police elements and other assets.

GEN Stanley A. McChrystal, ISAF commander and commander of U.S. Forces-Afghanistan, visited Marja and said, "The government of Afghanistan is in the position now of having the opportunity, and the requirement, to prove they can establish legitimate governance."

A large number of Afghan soldiers are expected to be stationed in Marja to prevent the Taliban from reestablishing overt power, and a U.S. Marine task force is expected to remain in Marja at least through this summer. ISAF plans to split Regional Command (RC)-South into two commands, RC-Southwest (Helmand) and RC-Southeast (Kandahar).

The hurdles that the government in a box must overcome are many: The new governor is a returning expatriate. The Afghan police generally are despised, if not feared. The Afghan army's performance was reported as spotty in some instances, though officially applauded as generally good. Isolated incidents of Afghan soldiers' indiscipline were reported in the wake of operations.

Another hurdle is that some of the local leaders with whom soldiers and marines were holding talks to help establish confidence in their long-term commitment and confidence in the Afghan national government had been fighting against those same soldiers and marines only days before.

ISAF officials and U.S. officials in Washington said the Helmand operations herald the start of a string of operations against the Taliban that will continue for the next year at least. The leading target for the future operations is the area around Kandahar City, where Taliban control is high, but the officials stopped short of saying that Kandahar City itself—a city of more than 400,000 people—would be cleared. The intent appears to be to take the city gradually, squeezing it from the outside in, as opposed to conducting a direct and all-encompassing assault.

Regardless of whether the operation is in or around Kandahar City, a large ISAF force will be required, much larger than that of the Helmand operations, and the bulk of the additional U.S. Army brigade combat teams deploying to Afghanistan will not be operational until this spring or early summer. ★

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Soldier-Athletes Represen



Photographs: U.S. Army/Tim Hipps

Above, Army World Class Athlete SGT Jeremy Teela (right) shoots in the Olympic men's 12.5-kilometer pursuit. Right, SGT Teela finished ninth in the men's 10-kilometer sprint, the best American finish ever in the biathlon.



Right, U.S. Army bobsledders 1LT Chris Fogt and SGT John Napier are two of six U.S. Army World Class Athletes who competed in the Vancouver 2010 Winter Olympics.



Five Army bobsledders and biathlete SGT Jeremy Teela—all veterans or current members of the World Class Athlete Program (WCAP)—competed on Team USA at the 2010 Winter Olympics in February, with former Army National Guard soldier Steven Holcomb winning the four-man bobsled competition, America's first gold medal in the event since 1948. A seventh soldier, U.S. men's assistant bobsled coach and five-time Olympian SGT Bill Tavares, joined Team USA in Vancouver.

SGT Teela finished ninth in the men's 10-kilometer sprint on the first day of competition in the biathlon at Whistler, posting the best American finish ever in the biathlon at the Winter Olympics. A three-time Olympian in the sport, which is a combination of cross-country ski racing and rifle shooting from standing and prone positions, he took the bronze in the men's individual biathlon in the 2009 World Cup—the first American World Cup medal for biathlon since 1992. Serving with the Utah Army National Guard since 1997, SGT Teela told reporters, "It's an honor to be able to represent the United States, but I get the special privilege to also represent the U.S. Army and have the backing of all those soldiers over in Afghanistan. I'm just trying to do something here to make them proud and give them something to cheer."

Team USA in Vancouver



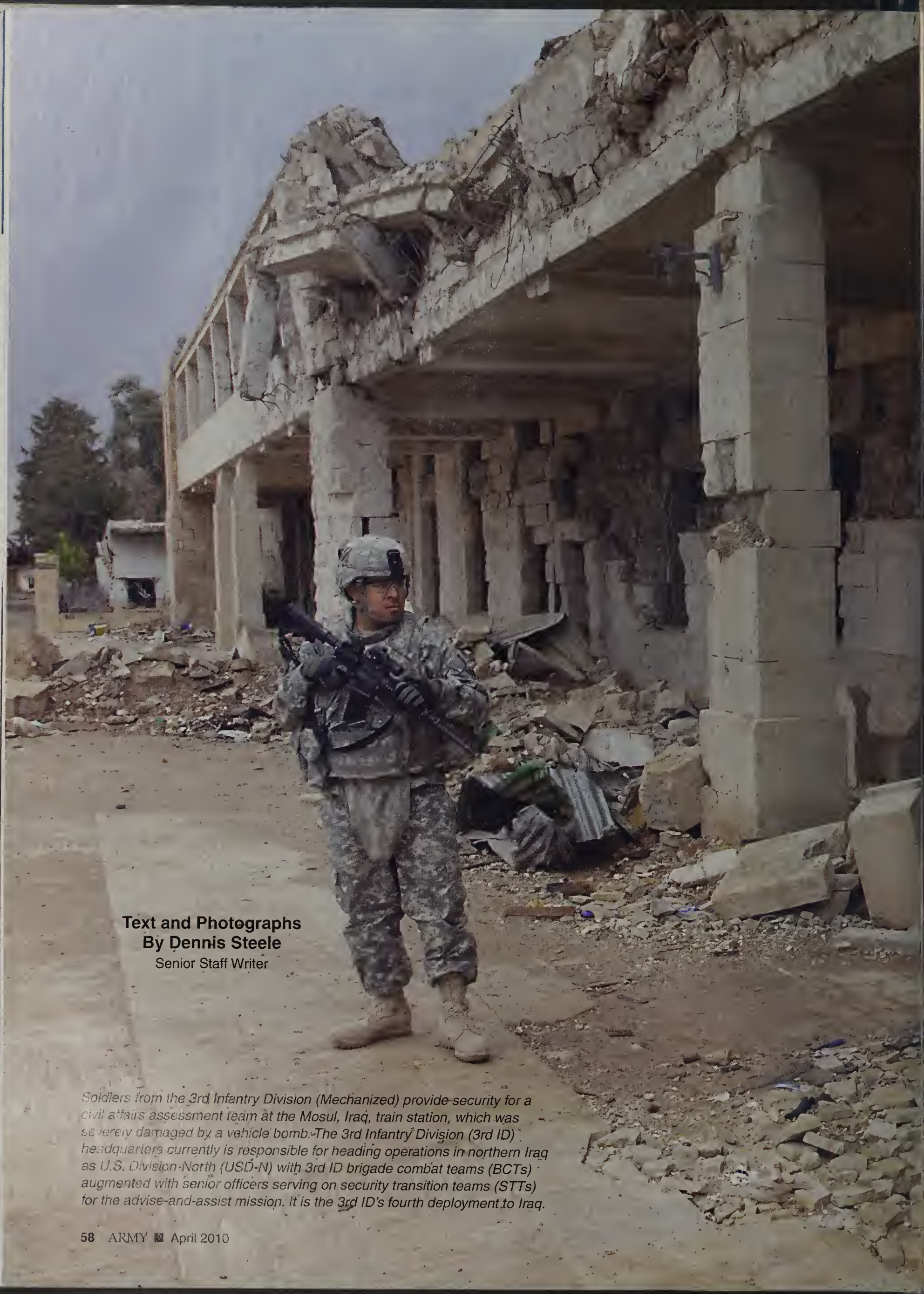




Above (left), SGT Mike Kohn finishes his final Olympic two-man bobsled run in 12th place while teammate Nick Cunningham salutes his mom. Above, former Army National Guard soldier Steve Holcomb drives the sixth fastest time in the first heat of the Olympic two-man bobsled competition. He also won the gold medal in the four-man bobsled competition. Left, SGT Shauna Rohbock (right) teams with Michelle Rzepka in the women's bobsled event. They finished sixth.

The seven-time U.S. National Champion, originally from Anchorage, Alaska, finished 29th in the Olympic men's 15-kilometer mass start on February 21 while fighting illness. He missed the 20-kilometer men's individual race on February 16 in order to rest and prepare for his other races. In the men's relay, the U.S. team finished 13th.

Bobsledders SGT John Napier, 1LT Chris Fogt, SGT Mike Kohn, SGT Shauna Rohbock and Army veteran Holcomb joined SGT Teela on Team USA. The United States was one of only three countries that qualified to enter three men's sleds in the Olympics; others entered two. Holcomb's four-man crew, nicknamed the Night Train, surpassed Germany and Canada for the gold. His two-man team took sixth. After a crash in the second heat, SGT Napier's four-man sled—with 1LT Fogt in his crew—withdrew from the race. His two-man team finished 10th. Virginia Army National Guard SGT Kohn, a 2002 Olympic bronze medalist, piloted his four-man team to 13th place, while his two-man team came in 12th. SGT Rohbock drove her team to a sixth-place finish in the women's bobsled, while U.S. teammates Erin Pac and Elana Meyers took the bronze. ★



Text and Photographs
By Dennis Steele
Senior Staff Writer

Soldiers from the 3rd Infantry Division (Mechanized) provide security for a civil affairs assessment team at the Mosul, Iraq, train station, which was severely damaged by a vehicle bomb. The 3rd Infantry Division (3rd ID) headquarters currently is responsible for heading operations in northern Iraq as U.S. Division-North (USD-N) with 3rd ID brigade combat teams (BCTs) augmented with senior officers serving on security transition teams (STTs) for the advise-and-assist mission. It is the 3rd ID's fourth deployment to Iraq.

Taking on the Advise-and-Assist Mission

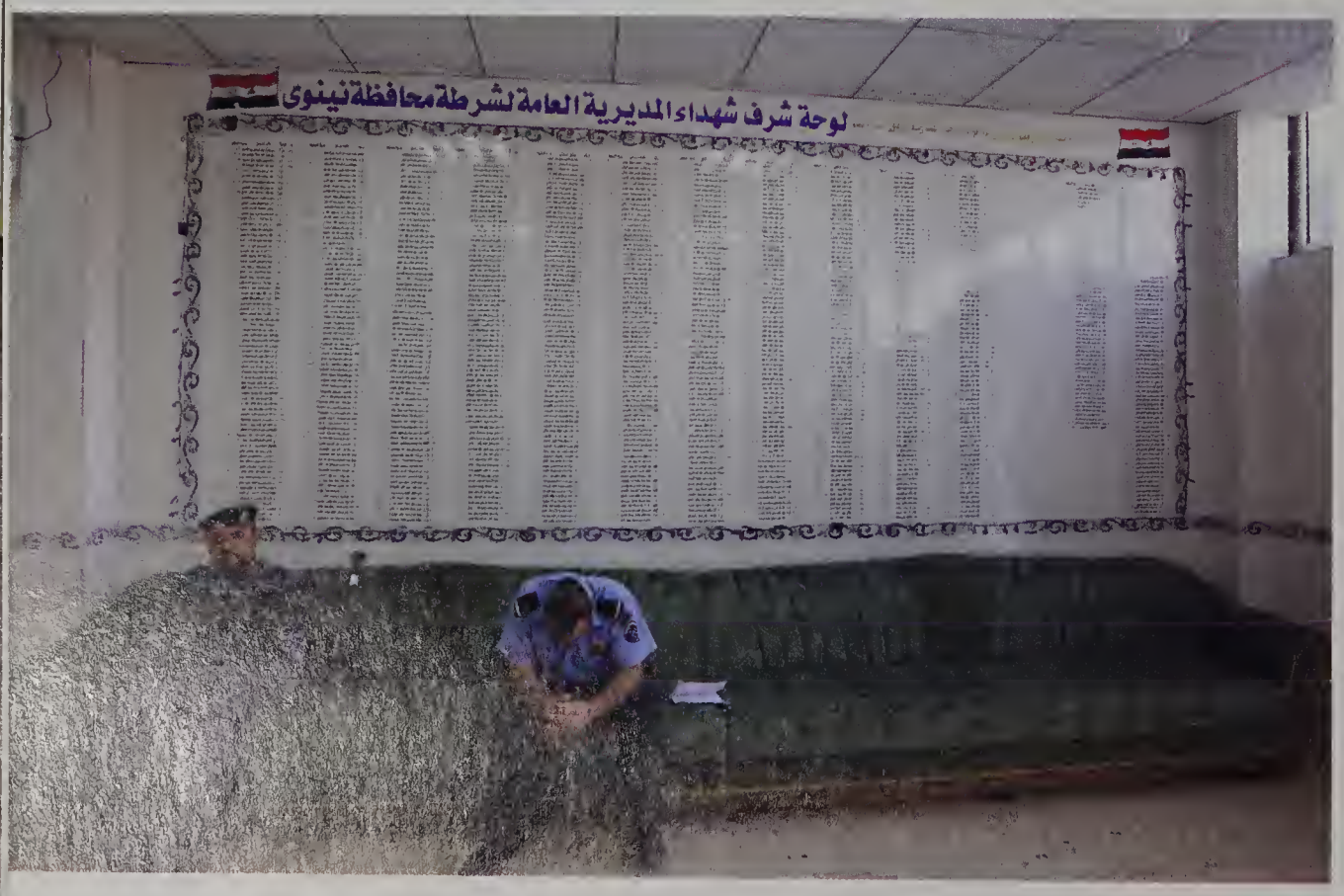
THE CLOSERS

Like most missions, it started in the motor park and started early. Just after dawn, a platoon of military police (MPs)—the mission's security team—milled around their mine resistant ambush protected (MRAP) vehicles at Camp Marez outside Mosul, Iraq, waiting for the liaison team to arrive and the patrol's start time to tick down. Beefy engines idled throaty and low. The brake system of a massive six-wheeled MRAP heaved like a steam locomotive as the air compressor built up pressure and periodically purged the lines. The vehicle column created a symphonic rumble—diesel purr, hydraulic hiss.





Above, LTC Dave Sanders (foreground), Task Force Shield commander for Iraqi police (IP) STTs assigned to the 2nd BCT, 3rd ID, receives a briefing at the IP headquarters in Mosul. Right, COL Eric von Tersch (left), the Iraqi police STT chief for Mosul, and LTC Sanders listen to concerns expressed by a provincial reconstruction team member.



A memorial wall in the Mosul IP headquarters lists the names of hundreds of Mosul policemen killed in the effort to provide security for the city.

This patrol was the first time out for two advise-and-assist brigade (AAB) field-grade officer augmentees who had just arrived in Iraq as members of the 2nd Brigade Combat Team (BCT), 3rd Infantry Division (Mechanized), augmented for the AAB mission—the first such augmented BCT to be stationed in the U.S. Division-North (USD-N) area of operations. Maintaining a combat structure like any other BCT that has been deployed in case direct assistance to the Iraqis is needed, the brigade also is modeled to conduct the overall mission planned as the last phase of Operation Iraqi Freedom: the wholesale shift to support, training and mentoring of Iraqi security forces in preparation for steep reductions of U.S. forces this year and the United States' full redeployment at the end of 2011—the endgame.

LTC Dave Sanders—commander of Task Force Shield, the security transition teams (STTs) focusing on Iraqi police (IP) units (including regular IPs, the federal police and border security forces) in the brigade's area of operations—and COL Eric von Tersch, the IP provincial team chief, climbed aboard MRAPs and headed downtown for their initial meetings with Iraqi commanders, a day-long series of introductions and talks to start understanding the situation from the Iraqi point of view, learning the political undertones and working to gain the confidence of their Iraqi counterparts.

Army and police STTs, directly assigned to the BCT and led by senior Army officers under the AAB model, take over liaison responsibility from military transition team (MiTT) and police transition team (PiTT) units that have been deployed to Iraq for the past several years and which were organizationally separated from the BCT command structure, providing their own administration and support.

The STT structure fully integrates teams with the brigade, providing senior U.S. officers as fully dedicated lead advisors who receive from the BCT se-

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SSG Keshon Henry—platoon sergeant for the Security Detachment, 3rd Division Special Troops Battalion (3rd DSTB)—says goodbye after a site assessment of a U.S.-funded school built at a village near Contingency Operating Base (COB) Speicher, Iraq.





Above, a soldier from the 3rd ID's 1st Battalion, 9th Field Artillery Regiment (1-9 FA), checks a truck-repair facility in Mosul while on patrol with Iraqi federal police. Right, SSG Alejandro Flores, 1-9 FA.

curity assets and support along with training teams or other enablers tailored to the needs of the Iraqi unit being assisted.

LTC Bryan Luke, deputy commander of the 2nd BCT, explained that the brigade was augmented with 36 additional field-grade officers for the advise-and-assist mission, creating 18 STTs.

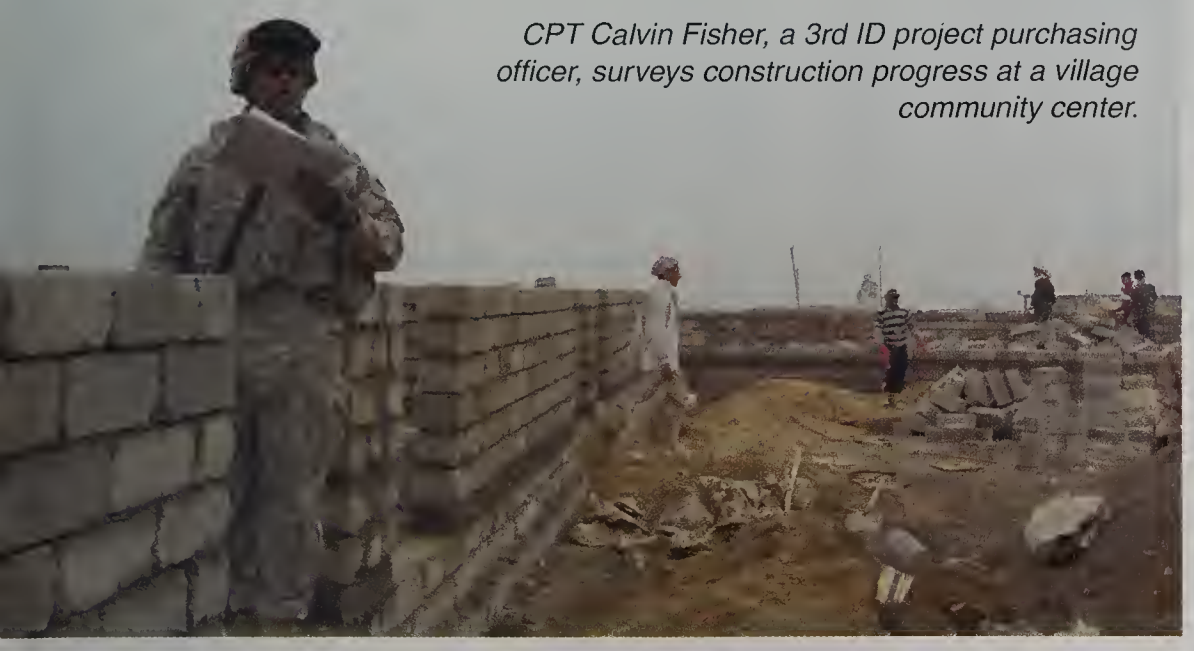
The brigade also has the mission to support the provincial reconstruction teams (PRTs) in its area. The PRTs are the second wing of overall U.S. support, providing assistance to the Iraqi civil government structure under the U.S. Department of State while the STTs work with the uniformed security forces.

LTC Luke added that the brigade's focus is the advise-and-assist mission, but the 2nd BCT organization set is not completely structured as an advise-and-assist organization because of the remaining possibility that Iraqi forces will need direct military assistance.

"We're a hybrid because of the security situation [in northern Iraq]," he said. "Our goal, however, is that when we leave, we can [conduct a relief in place] with Iraqi forces. We want to work ourselves out of a job."

For U.S. units in Iraq, working themselves out of a job follows a strict force-reduction time line and continuing mission shifts this year and next to meet goals set by President Barack Obama and the provisions of U.S.-Iraqi security agreements. The job of advising and assisting Iraqi units will shift from being a main effort to being the only effort.

To emphasize the changing role for U.S. forces in Iraq, Secretary of Defense Robert M. Gates recently announced that Operation Iraqi Freedom will be renamed Operation New Dawn on September 1, when current U.S. troop num-



CPT Calvin Fisher, a 3rd ID project purchasing officer, surveys construction progress at a village community center.





Above, SGT Ronald Railing, 1-9 FA, on patrol in Mosul.

Left, SFC Zsolt Szabo is a quality control NCO serving with the 209th Aviation Support Battalion, 25th Combat Aviation Brigade, which is supporting the 3rd ID in Iraq.



Left, SSG Flores checks a Mosul neighborhood flooded by sewage as a survey team makes an assessment to help the Iraqis fix the problem.

bers are scheduled to be cut by half to between 50,000 and 55,000, tracking toward a complete withdrawal by the end of 2011.

For the AAB brigades and STTs, the mission is to set the conditions for the political end of the U.S. presence in Iraq by putting maximum effort into ensuring that Iraqi security forces have the ability to defend the country from internal and external threats.

The U.S. commitment to a successful conclusion in Iraq remains high. The Army continues to deploy first-line units to Iraq. The 3rd Infantry Division headquarters, for example, currently has responsibility as the USD-N headquarters through the force-reduction period, with three of its maneuver brigades deployed in northern Iraq. It is the fourth Iraq deployment for the 3rd Infantry Division, which led the western wing during the invasion phase of Operation Iraqi Freedom in 2003, and it is fitting that the 3rd Infantry Division, having been the first into Iraq, is one of the units that will conclude the mission.

Right, Iraqi children gather around a 3rd ID soldier providing perimeter security.



Below, CPT David Bright, commander of the Security Detachment, 3rd DSTB, talks with an Iraqi police chief.



Along with the deployment of top combat units structured as advise-and-assist formations to see the Iraq mission through, the Army is sending some of its best officers to lead the STTs during the final phases.

LTC Sanders described the STTs as "liaison on steroids," composed of experienced senior officers. The Army has assigned command selectees to the job, putting the assignment on par with battalion or brigade command and indicating the Army's commitment to and emphasis on the advise-and-assist mission.

The first BCTs to be beefed up for the advise-and-assist mission were rapidly augmented in the months leading up to their deployment. STT members were selected from throughout the Army and funneled into deploying brigades during the final training phases before deployment.

"We had guys coming from Alaska, Korea, Germany and all over the States," said LTC Brian Bricker, who commands the 2nd BCT's Task Force Sword, the STTs working with the Iraqi army. "Some had 60-day notice; some less."

Five of the 2nd BCT's teams were established within the brigade in time for its mission rehearsal exercise at the National Training Center, Fort Irwin, Calif.

LTC Bricker said that integration of STTs and the advise-and-assist mission fully within BCTs reduces frictions that were perceived in the MiTT and PiTT organizational structure, making those teams largely autonomous from the brigade structure.



Soldiers from the 3rd ID patrol the streets of Mosul.

The STT seeks to integrate the objectives that the U.S. brigade commander wants to achieve with the support that Iraqi commanders want to receive. Success pivots on furthering American goals under Iraqi terms, however, because the Iraqis are in the lead, requiring STT officers to see things from the Iraqi point of view and temper assistance to fit their goals.

LTC Bricker said that U.S. support must avoid trying to impress American systems and methods onto the Iraqi ways of doing things.

"We have great systems," he explained. "But we have to understand that they have systems, too, ... and assistance doesn't mean making them in our image."

In addition to understanding the American and Iraqi security goals and environment, officers serving with STTs also must grasp the greater political environment in Iraq.

"We have to understand the whole picture—the politics at play within the Iraqi government and how decisions made by the government of Iraq will affect this province—to effectively assist progress of the Iraqi security forces. We have to understand the dri-

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PFC Jonathan Pollock, assigned to the Security Detachment, 3rd DSTB.



Right, MG Anthony (Tony) Cucolo, commanding general of USD-N and 3rd ID.

vers of instability to reduce the causes and effects," LTC Sanders noted.

"It's important and vital to have a strategic partnership with Iraq well into the future," he added. "And the relationship and partnership we start at this level will last well into the future. The goal is to build enduring capacity in the Iraqi security forces."

Enduring capacity—as it relates to the long-term goals of American military assistance—goes beyond hardware, weapons and operational competence. It addresses embracing organizational values such as serving under elected-civilian political control.

"We have a responsibility to mentor the armed services of Iraq to serve under rule of law, to be the armed force that is obedient to civilian authority and defends a body of ideals as we do," said MG Anthony (Tony) Cucolo, commanding general of USD-N/3rd Infantry Division.

"As we are partnering," the general continued, "we want to build their capacity to do things themselves, and gradually wean them from us. Some of the key things we have to work on are the niche capabilities that the U.S. has been doing like route clearance, [counter improvised explosive device measures, intelligence operations fusion], and assembling and executing a quick-response force, which is moderately new to them. That's agile command and control. That's empowerment of subordinates, and they're just learning that now."

MG Cucolo said U.S. forces will continue to provide some enablers such as intelligence, surveillance and reconnaissance assets, which "will help buy some more time for the Iraqis to get their legs under them."

Concerning the overall goals for the 3rd Infantry Division's year-long deployment, MG Cucolo said, "I'm shooting for an Iraqi population in northern Iraq that is confident in their security forces. I'm shooting for a near-incident-free departure of U.S. forces and leaving and transferring an absolutely solid relationship between the U.S. military and the Iraqi military and police—a solid relationship that will grow into the kind of relationships we have with other nations—with Iraqi officers going to the War College, going to the Command and General Staff College and the like—relationships that also lead to friendships that break down cultural barriers and myths and misperceptions. I hope that we can contribute to the United States and Iraq being strategic partners in this region."

Concerning the 3rd Infantry Division's current deployment, MG Cucolo said, "The fact that we're back a fourth time is a point of extreme pride, [and] I think what makes it most meaningful is the mission we have: We're the closers for northern Iraq. Combat operations end with us. For the soldiers in 3rd ID who kicked in the door and took down Saddam's regime in 2003 to come back and be the closers makes it much more meaningful, and we feel a responsibility to finish it with honor and success." ★



Soldiers line up to receive their combat patches in front of the division mascot "Rocky" statue at COB Speicher.

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Iraqi Security Forces Galvanized into Action

The critical event of 2009 in Iraq was the enactment of the security agreement. The agreement forced us to shift our role from leading to supporting the Iraqi security forces (ISF). We figured out rather quickly that our success was completely dependent on the ISF. Although we had previously espoused "Iraqis in the lead," we could always default to unilateral control when we needed to. The security agreement changed that, and it put company commanders in a challenging position that we were not sure would have a positive ending. Here, some of us who went through the experience with 1st Brigade, 1st Cavalry Division (Ironhorse), share our stories in the hope that our experience will help others who will follow in our footsteps.

Johnathan Westbrook
B/1-5 CAV

The security agreement's initiative to pull U.S. forces out of the cities was instituted during our deployment on June 1, 2009. Our tempo came to a near halt on that date. Before June 1, we were conducting "combined patrols" by taking only a handful of ISF with us. This gave us the freedom to maneuver and to achieve our goals, not necessarily the ISF's goals. After June 1, the ISF truly had the lead, with our hands tied. My counterparts instantly developed a sense of pride and confidence that I had not observed before. For the first time, we felt as if we were headed in the right direction and had worked ourselves out of a job.

I am sure that microgrants and projects were an invaluable asset during surge operations. With our decreasing footprint (and purse), the local Iraqi government is having to exercise its system now. Even though Iraqis are going through growing pains, they are finding solutions to their own problems.

Brian Butler
HHT, 1BCT and B/2-5 CAV

Our most significant challenge was adapting our mind-set to achieve the effects we desired solely through partnership with the Iraqi security forces. The new security agreement prevented us from being able to act unilaterally. My boss' intent did not change, so we had to put our heads together and figure out how to influence our Iraqi counterparts to achieve our desired end state. The only way that I could be successful was if the Iraqi security force leaders *chose* to work with us!

We are often quick to identify Iraqi problems during official GoI [government of Iraq] meetings, and we have the urge to develop and implement solutions to those problems. This is counterproductive to building GoI capacity. This is not to say we should not provide assistance when and where it is needed, but we need to think it through carefully prior to execution. For example, when my unit assumed control of the Jamila District, there were 12 microgenerators equally dispersed across the four *muhallahs* of Jamila. Everything had been provided to make these generators fully mission-capable, with the exception of the fuel. Only three of the generators were operational at the time we arrived in country, and the local NAC [neighborhood advisory council] immediately began to pressure me to provide fuel for the generators at every weekly meeting. It would have been relatively easy for





In 2009, Soldiers of 1st Brigade, 1st Cavalry Division (Ironhorse), witnessed the Iraqi army gaining indirect-fire capability.

me to find a way to provide the requested fuel, which would have also had the effect of answering the mail for my chain of command by increasing electrical capacity within my operational environment. I came to the conclusion that the additional power was not actually needed by the residents at the time, but would be required when the weather became hotter and demand increased. Fortunately, I was able to convince my commander that this was the case, and, sure enough, as soon as the temperature began to increase, the NAC ensured that all 12 generators were placed into operation. At the end of the day, it was an Iraqi problem with an Iraqi solution, and the NAC took a great deal of pride saying that they did it without my help.

Jason Bullock

A/1-82 FA

The U.S. military is still full of "type-A" personalities who have a hard time not being in charge, but good leaders know that's a road to nowhere except more time in Iraq. The security agreement was a forcing function not only for U.S. troops to embrace partnership and try to develop the ISF, but also a wake-up call for the ISF that we are not going to be here forever, and they are on the clock to get to the level they need to get to before we leave. Sometimes there were excuses of no fuel, broken trucks, etc., but by and large the FPs [federal police] we worked with were happy to patrol with us.

I was partnered with two battalion commanders, and the biggest lesson I learned is that you don't have time to change an Iraqi's mind about international politics. I had one battalion commander whom I loved, and he loved me, and we got along great. The other despised me, and he wasn't my favorite person, either. After several unsuccessful attempts to befriend him, I neglected him. My time was much better utilized by working with the battalion commander who was cooperative rather than by wasting time, energy and manpower on one who couldn't care less. If you are only partnered with one battalion and the battalion commander shuns you, then go after the deputy commanding officer, S-3 or the company commanders. But don't waste time and energy trying to win a political or popularity contest. Our mission was to help make the ISF better, and so we helped those who wanted to be helped. You have no control over which Iraqi battalion commanders get hired or fired. You do have control over who gets your most limited resource (your time). There are officers in every ISF organization who are motivated and hungry to learn. Identify them, focus on them and build a relationship.



Troops from the 1st Brigade taught Iraqi army leaders how to train their own soldiers in marksmanship.

Derek Drouin

HHT/1-7 CAV and C/1-7 CAV

There are three lines of operation along which the troop operates here in Iraq. The first is civil capacity in making improvements to local infrastructure, focused on electricity, irrigation water, drinking water, agriculture training and schools. The second is partnership with Iraqi security forces. The troop is partnered with one federal police battalion, one emergency response battalion and two Iraqi police stations, totaling more than 1,600 personnel. The third is security as the troop conducts patrols, intelligence development and time-sensitive targeting.

Our relationship with the federal police has gone very well. I am extremely fortunate to be partnered with 1-2-1 FP

Battalion, colocated here at Joint Security Station Istiqla'al. At the outset of my relationship with the battalion, I told the battalion commander that I wanted to be a "company under his command." The respect that I fostered for the battalion commander and his senior officers and NCOs by the Soldiers in the troop helped create a relationship of equals, not an "us versus them" relationship.

Brennan Speakes
HHC/1-5 CAV and C/1-5 CAV

The Iraqi army officers who spoke to us at the COIN [counterinsurgency] academy said that their biggest problem with the U.S. Soldier was the lack of respect we show to Iraqi senior officers. I made it a hard-and-fast rule that an officer was an officer no matter what. Don't let your Soldiers even start down that road. Use the golden rule—it works.

Alex Aquino
B/1-82 FA

The partnership that the battery has built with the Iraqi police and Iraqi army is excellent. For the first two weeks, I focused solely on building the personal relationships that I share with the ISF leadership. I believe that personal relationships are the foundation of partnership with ISF counterparts. They are more willing to assist you and not let you down. Partnership will fall into place once the personal relationships are established.

John W. Kimball
HHC/2-8 CAV and C/2-8 CAV

One early significant event was the initial meeting with COL Kashem and building a true partnership. Though COL Kashem was hesitant due to his past experiences with Coalition forces, we were able to agree on what we both thought success would look like and how we were going to achieve it. I was able to gain COL Kashem's trust and confidence by following through with small accomplishments at first, which we were able to build on later. Eventually, we were conducting 90 percent joint patrols, teaching classes that included medical training and patrolling techniques, and enjoying each other's company during meals.



CPT Alex Aquino, advising Iraqi police at a checkpoint, focused on building personal relationships with Iraqi leadership.

An extremely influential event for us was Operation Stallion Last Castle. This consisted of our sapper company emplacing T-walls, a tower and an entry control point to standard, and some fighting positions within their battalion compound. Though there was nothing extravagant about what we did, it was the fact that we followed through on something that another unit had promised and something COL Kashem really wanted done. He did not think that we would or could follow through on it, which was evident when talking with him about it. He was short in conversation, and his demeanor screamed no confidence in our ability. Well, once we started the project, all that changed, and I believe we made friends for a lifetime. Unfortunately, we did not stay in the AO [area of operation] long enough to reap the benefits of all of the hard work of my men, but I know that the local populace saw both armies working together side by side, which built confidence and respect for 4th Battalion and COL Kashem.



Soldiers of 1st Brigade partnered with Iraqi security forces on patrol and shared their experiences on a daily basis.

Ray Canzonier
B/2-8 CAV

The Iraqi army is both "adjacent units" and part of the human terrain at the same time. You cannot change them, so you have to figure out how to guide the natural force of things into a desirable outcome. They have attributes that I have come to admire, although at first I



Ironhorse troopers and Iraqi security forces around the city of Taji shared a two-year bond based on back-to-back rotations in the same area.

thought those same attributes were stumbling blocks. I had two Afghanistan tours before I came to Iraq. During the first, I worked with disorganized militia (AMF) whom I would link up with on the fly. During the second, the ANA [Afghan National Army] had formed up and moved out to start working, but they were entirely dependent on their ETTs [embedded training teams]. Early on in Iraq, I saw how the IA [Iraqi army] are much different from the ANA. The IA have a history and traditions that some still in uniform are old enough to remember. Their pride is the source of the professionalism that the IA show. They are developing their own ways, and realizing that they are going to do things their way is an important part of working together successfully, along with having a relationship that allows you to influence each other. Ultimately, the mature form of partnership that will yield the best results is when we link in at the C2 [command-and-control] level, coordinating effects instead of trying to make them walk with us and be like us.

Matthew Hopper
HHB and B/1-82 FA

I learned that if I wanted to truly gain the respect and working relationship with my ISF partner, in this case an FP battalion commander, I had to spend a tremendous amount of time with him. Before this tour, I would have considered watching three hours of subtitled American movies or listening to my partnered commander talk on the phone with his family for hours a complete waste of time. However, it was the time I spent with him that built a relationship that allowed me to depend on him when I needed him most.



The U.S. partnership—as evidenced in a Stetson—extended from the troops, or jundi, *to the general officer level.*

This also held true for the more important local leaders in my area, such as the mayor of my city. My battery had a bad escalation-of-force incident where a man was accidentally wounded. As soon as possible, I went to see the mayor—who at this point was my ally—and explained the incident. He later held a press conference in which he stated the facts and made no negative comments about my battery or U.S. forces. He also called the governor of Baghdad to explain the incident and that I had come to see him. I believe it was the relationship I had built with him that kept that particular incident from having a negative information operations effect.

Amanda Doyle
HHC, 1BSTB

As a commander, I didn't have a landowning role that forced me to interact with the local populace on a regular basis, but in May I started a partnership with the 11th Field Engineer Regiment [FER] for route-clearance operations. Working with that unit, I grew, personally, in my own understanding of the Iraqi culture and the capabilities of the ISF. Initially, I had some difficulty getting my Soldiers and leaders to understand the importance of the partnership; like many Soldiers, they reverted back to previous deployment experiences in which our interaction with locals and ISF was very different.

Over time, the relationship grew between my Soldiers and FER *jundi* [troops], but the leadership piece was always difficult. They had platoons of *jundi* and a few untrained lieutenants, but really no standout enlisted leaders, which didn't help in the training of the troops. The FER commander, a lieutenant colonel, was very interested in getting the training but wanted no part in viewing training unless we encouraged it. Since my interaction was usually with the FER commander, and my platoon leader and his Soldiers primarily interacted with the *jundi*, there remained a significant disconnect in the training. Over time, this improved as a few

jundi stood out as de facto leaders in the group, and we groomed them as NCOs during the training, but there was nothing seamless about the effort. What we learned, in the end, was that we had to work with what we had and that our version of "right/good" didn't necessarily match theirs.

Adam Pooley
D Co, 1-5 CAV

A local *sheikh* came forward to our Iraqi counterparts and told them that since he had seen how well-trained and professional they had become, he wanted to tell them the location of several al Qaeda in Iraq [AQI] members who were hiding out in his area. We began planning the mission to capture these AQI terrorists and thought that if the locals were impressed by the abilities of the Iraqi ground troops, they might be even more impressed to see the Iraqi air force in action. Up until then, the Iraqi air force helicopters had only been flying training flights with U.S. Air Force instructor pilots. We thought it was a long shot, but we requested support from the Iraqi air force on what would be their first real-world mission. Our request was approved. After a lengthy planning process and some additional training, we conducted the air assault with the Iraqi combat troops flying into the mission on two of their own Mi-17 HIP helicopters and Company D Soldiers flying in on two UH-60 Black Hawks. In the end, we captured four AQI terrorists and three Syrians who were in Iraq on false travel documents. The mission was significant because Iraqis are now coming forward to the Iraqi army with information about terrorists in their area, which indicates that they are no longer willing to tolerate violence. It also says that they believe the Iraqi security forces are now well-trained and professional enough to actually protect them from terrorists and criminals. The successful integration of Iraqi army and air forces and the addition of air-mobile operations into the Iraqi army's set of abilities has shown the Iraqi people, and the ISF themselves, that the ISF are not dependent on the Americans. Our Iraqi counterparts left at the end of the mission with their heads held a little higher, knowing that they could execute a fairly complex mission like an air assault with purely Iraqi resources.

Robert Reece
A/1-82 FA

The building of a solid relationship is paramount to accomplishing anything with the Iraqi security forces. They will pretend to listen to you, but until they respect you, they do not really hear what you have to say. There is no better way to build that relationship than to live with your counterpart and share your experiences on a daily basis. We have attempted to influence this relationship by sharing everything we have, including our intelligence.

We worry too much about insulting Arabs. Just act the way that you were raised—be polite and professional. They have been around us for so long that they understand our culture as much as we understand theirs, and they are willing to write off honest mistakes. Push the ISF, GoI and everyone else to lean on each other rather than on the United States. Spend time talking to them about going to the GoI vice the United States. We are mostly in observation mode in meetings anyway. The typical post-June 30 quote is, "You're invited to attend the meeting, but we really don't need you anymore." That's a good feeling.



Mutual respect fostered the Ironhorse Brigade's success; it took pride in leaving Iraq with a bright future.

The Iraq Commander AAR Book, 1st Bde, 1st CAV—*a book of insights from 50 company commanders, including the leaders featured in this article—is published in the Mil-Space Library, a web page accessible to members of the http://CC.army.mil and http://PL.army.mil professional forums. Special thanks to Scott Shaw for his vision on that project and his hard work in capturing and sharing the hard-earned insights of those company commanders.*



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■ First Command is a major sponsor of the annual Bell Helicopter Armed Forces Bowl, the only military-themed bowl game in college football.

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Soldier Armed

M68 Close Combat Optic

By Scott R. Gourley

The U.S. Army's M68 close combat optic (CCO) has the straightforward mission of "provid[ing] the soldier armed with an M16-series rifle or M4 carbine with a robust precision electronic optical red dot sight for use with both eyes open to improve effectiveness."

Measuring 5.3 inches long by 3.0 inches wide, the approximately 14-ounce system (14.4 ounces in M16A4/M4 configuration and 14.1 ounces in M16A2 configuration with auxiliary mounting rail) is a red-dot aiming device that enhances soldier battlefield situational awareness and target acquisition speed.

The sight, which has no magnification and can be used with all current night-vision equipment, incorporates seven night-vision, eight daylight and one extra-bright switch settings (16 total settings); 100 percent parallax-free, antireflective coated lens system optics; and a dot diameter of 2 inches at 100 yards (2 minutes of angle).

Formal characteristics and features aside, a recent system description from the office of Product Manager Individual Weapons at PEO Soldier quoted SSG Paul Wolfley as noting, "For the guys who like to play Nintendo, the 68 is very simple. You put the red dot on it and that's it. You don't have to line up two sight pictures."

The U.S. Army has been contracting for red-dot sights for more than a dozen years, with tens of thousands of warfighters equipped with the Aimpoint CompM2 passive red-dot sight as their M68 CCO. With those units in full-rate production and fielding to U.S. warfighters, the Army conducted a follow-on M68 CCO competitive action in fiscal year 2008. In July 2009, the contract was awarded to Aimpoint (Chantilly, Va.) to supply up to 565,783 of their new CompM4 sights to satisfy M68 CCO requirements.

According to Keith Weaver, commercial customer support representative for Aimpoint, the new M68 close combat optic is basically an Aimpoint model CompM4s. Weaver highlighted some of the new warfighter enhancements during a recent industry firing demonstration in Nevada.

"There is a slight difference in the *s* variant of the CompM4, in that the battery compartment and switch housing are in the lower right-hand position versus the CompM4 in which they are in the upper right-hand position," Weaver explained. "The old M68, the CompM2, which the Army has been fielding as the CCO, had the switch and housing in the upper right-hand position as well. We went to the lower position for the battery compartment and switch to give the entire sight a lower profile by getting those parts out of the way. That redesign was definitely driven by a lot of end-user input—that is, the U.S. Army as the largest end user of the M68 optic."

Another specific improvement on the CompM4s M68 CCO over the older CompM2 is an integrated mount. According to Weaver, "The CompM2 had a 30 mm ring as part of the mount, but with the new CompM4s it's integrated—it just bolts right into the bottom. There are fewer parts. It's cleaner, stronger and easier. It only mounts one



PEO Soldier

Earlier models of the M68 close combat optic (CCO) featured a battery compartment and switch housing in the upper right-hand position shown here.



Redesign of the latest model M68 CCO includes movement of the battery housing/switch compartment to the lower right-hand position.

way, so it takes any guesswork out of how to mount it. There are just two bolts to put together, and that's it. The spacer is already in there from the factory, so it is already configured to be mounted where the center of the optic is at the exact same height as the iron sights on a flattop M4 carbine. It already 'co-witnesses'—we call it an absolute co-witness. It can be reconfigured for lower mount heights—such as an M249 or M240—with just the Allen key: You pull the two bolts out, pull the spacer out and then reattach the QRP [Quick Release Picatinny], or 'rail-grabber' portion of the mount, directly to the sight.

"The QRP has also been improved over the older QRP," Weaver continued. "It's still the same knurled knob, but the knob is 'closer in' so that it doesn't hang up on things as easily, and it tightens down a little bit more, too.

"Another one of the improvements is that we've gone to a single double-A [AA] battery," he added. "Again, that was due to user input. The Army has a lot of AAs. They use them in other devices, so having the same battery for multiple devices really helps out with logistics. It also increases battery life to 80,000 hours of 'constant on' run time—that's more than eight years on one AA. The soldier can now turn his sight on, leave it on, and it will be ready whenever the soldier needs it. That run-time rating of 80,000 hours is for a setting of '12 of 16,' and that's a daytime setting. It's not setting 1. So it's a *real* eight years of run time."

Elaborating on the settings and switch, Weaver said, "That's another area where we have improved the sight a lot. The CompM2 is a phenomenal sight, and it has served the Army very well, but the one thing that soldiers could break on it was the knob. That knob protrudes out [from the battery compartment] so you can grab it. We like a manual switch that we can get with gloves on. We can get it in the dark. We can get it in stressful situations very easily, turn it, and it goes 'click.' Because it protrudes for easy grabbing, however, it's also the first thing that hits the ground when you drop the rifle. I won't say that the new switch is indestructible—but [it] almost [is]. You can beat the heck out of it—it is incredibly durable. Also, those 16 settings include a full array of night-vision settings as well as the extra-bright setting for use in any conditions where you may need that extra boost—it disproportionally jumps higher and brighter."

Other changes in the new design involve the windage and elevation adjustment caps, which have also been modified to be "flush turret" for a lower profile and shielded design. "Not that those were a vulnerable part of the CompM2," Weaver said, "but you might say that one of the themes of this new CompM4s is that it has been specifically engineered for the Army to get a long life out of the sight."

The sight also includes a screw-in/screw-out killFlash antireflective device as well as a rubber "bikini-type" cover (the sight also accepts flip caps if the end user desires to upgrade). The U.S. Army configuration ships with a forward-extension gooseneck or Z mount that allows adaptation for M16A2 rifles with fixed carry handle.

Asked about significance to the warfighter, Weaver credited the M68 CCO as providing "an absolutely maintenance-free, worry-free tool. [A soldier] doesn't have to worry about changing batteries. He doesn't have to worry about the sight not working. He doesn't have to worry about it losing zero or falling off the gun. He doesn't have to worry about it getting wet. You can basically treat it like a nonelectronic or nonoptic. Everything that you traditionally have to worry about with electronics and optics, you don't have to worry about with this.

"It's the ultimate Aimpoint red-dot performance to put rounds on target faster and easier," he concluded. "It's there when the warfighter needs it, so that he can focus on his job." ★

Reviews

Curtis LeMay: The World's Best Bomber

LeMay: The Life and Wars of General Curtis LeMay. *Warren Kozak. Regnery Publishing, Inc. 434 pages; photographs; index; $27.95.*

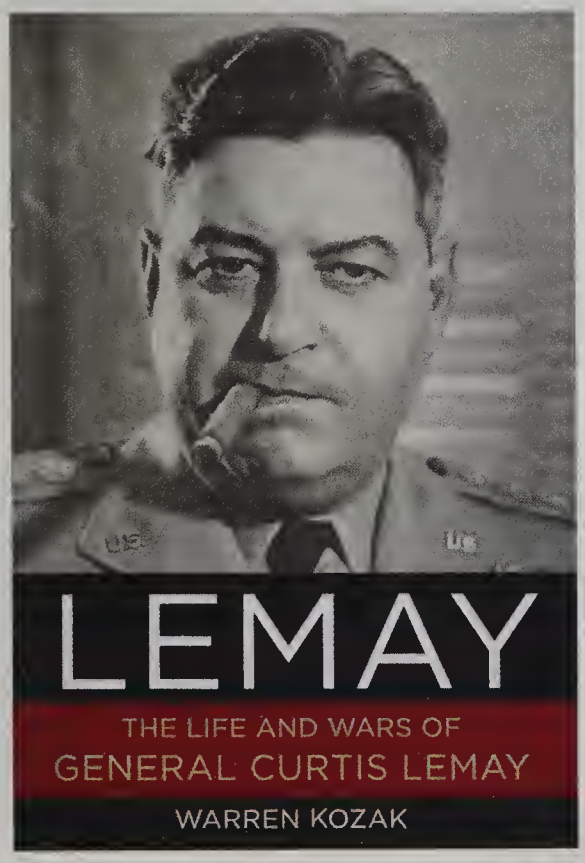
By GEN Frederick J. Kroesen
U.S. Army retired

Gen. Curtis LeMay may be the most controversial American general of the 20th century. He was also the general who was least concerned about any controversy that he generated.

Author Warren Kozak's interest in LeMay was piqued by a college professor who said, "If you have a son serving in combat, you want him serving under someone like LeMay." Kozak's inquiries and research led to *LeMay: The Life and Wars of General Curtis LeMay*, the story of the life of a soldier-airman dedicated to the development of the world's best bomber and the never-ending quest for war-winning bombing campaigns.

A harsh and difficult childhood, in which Curtis replaced a ne'er-do-well father as the family breadwinner when he was only 12, guided the boy to an appreciation of the need for an education and the determined accomplishment of any task, the achievement of any goal. His want list included learning to fly, a boyhood dream that he never outgrew. His dogged pursuit of these aims led him to college, enlistment in the Army, a commission in the Army Air Corps, qualification as an expert navigator and finally to the fulfillment of his dream to be a pilot, qualified to fly a fighter plane. Almost every step was self-initiated and self-accomplished.

Six years later, 1LT LeMay began his wartime romance with the fleet of B-17 bombers and his search for a war-winning bombing campaign in Europe. His leadership, his grasp of the challenge and his ability to get things done resulted in a meteoric progression up the officer grades until, at age 36, he became the Army's youngest brigadier general, and shortly thereafter became the youngest major general. His successes in Europe resulted in a transfer to the Pacific Theater in 1944 and a



mission to replicate with the B-29, a troublesome aircraft, what he had accomplished in Europe. Less than a year later, he directed the firebombing of Tokyo, considered by many in Japan a greater shock than Hiroshima and the dropping of the atomic bomb, and the beginning of the end of Japanese resistance.

Make no mistake: *LeMay* is a book about airpower and its principal advocate. It provides a broad picture of how to build, train and employ bombing forces and covers the major air campaigns of both theaters in World War II. The ground war is almost unmentioned until after D-Day, when LeMay and another officer commandeered two P-47s to fly to Normandy for a few hours' visit before he left for the Pacific. He lamented later that he had learned little from the experience. Thereafter any reference to land warfare is only about how to avoid an invasion of Japan's homeland, all in keeping with LeMay's conviction that ground action would be unnecessary if an adequate air campaign was instigated.

Regardless of that focus, *LeMay* is an expression of the power of leadership, the influence that can be exerted by an individual on the lives of subordinates and on the considerations and decisions made by superiors. With almost no exceptions, LeMay was loved, adored or respected by his men. He was honest, forthright, frank and blunt with his bosses while considered abrupt, callous and intolerant by those who disagreed with him and his concepts. He was a national hero, a devoted public servant, an icon in the eyes of the public. Unfortunately his image suffered when he accepted the invitation to run for Vice President in the George Wallace campaign in 1968. Regardless of the varied reactions, however, LeMay almost never showed concern over what anyone or any group thought of him during any phase of his life. He was a man of character whose reputation would stand or fall on the appreciation the nation felt about what he had done and how he had done it.

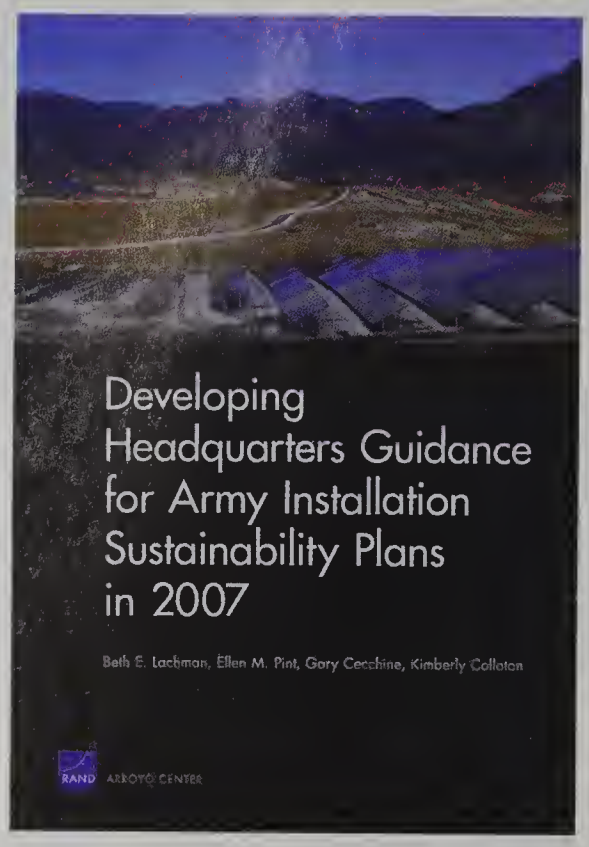
Warren Kozak has captured this fascinating life story in an interesting, readable text that can be fully appreciated even by landpower devotees and advocates.

***GEN Frederick J. Kroesen**, USA Ret., formerly served as Vice Chief of Staff of the U.S. Army and commander in chief of U.S. Army Europe. He is a senior fellow of AUSA's Institute of Land Warfare.*

Varied Fare

Developing Headquarters Guidance for Army Installation Sustainability Plans in 2007. *Beth E. Lachman, Ellen M. Pint, Gary Cecchine, Kimberly Colloton. RAND Corporation. 116 pages; photographs; charts; $27.*

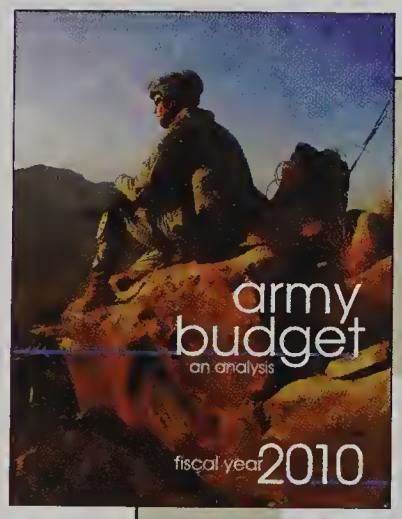
According to the Army Strategy for the Environment, "A sustainable Army simultaneously meets current as well as future mission requirements worldwide, safeguards human health, improves quality of life and enhances the natural environment." Numerous Army installations have begun developing and implementing sustainability plans addressing mission, community and environmental issues. From fall 2006 through fall 2007, the RAND Arroyo Center, the Army's federally funded research and development center for policy studies and analyses, examined installations' sustainability plans in order to ensure their efficacy and to develop guidance and policy

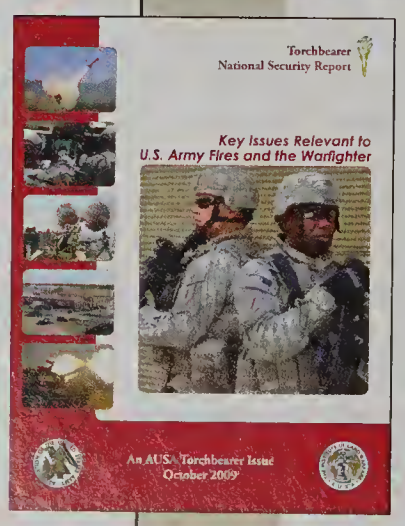


recommendations for the Department of the Army to improve development and implementation of such plans throughout the Army.

Developing Headquarters Guidance for Army Installation Sustainability Plans in 2007 documents the Arroyo Center study, including data on the development and implementation of installation sustainability plans; assessments of progress, needs and challenges; and recommendations for improvement. Based on examinations of sustainability plan documentation; reviews of sustainability literature; interviews with installation staff, Army Headquarters staff and relevant experts; attendance at development workshops; and visits to installations that have implemented plans, the study concludes that successful implementation of installation sustainability plans "can significantly benefit Army missions, quality of life and the environment."

One example of beneficial sustainability planning cited in the study is the use of plastic covers for range training foxholes at Fort Bragg, N.C.





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The Institute of Land Warfare (ILW), the educational arm of AUSA, publishes papers and Torchbearers that educate the Administration, Congress and the general public on issues directly affecting America's Army and our Soldiers.

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The Army could save millions of dollars by replacing plywood foxhole covers with ones made of recycled plastic, like these at Fort Bragg, N.C.

The foxhole covers used to be made of plywood; with a lifespan of only two years, replacement costs were high and discarded covers ended up in landfills. The plastic covers, in contrast, are made of recycled materials, "should last nearly indefinitely" and can be recycled again when no longer of use. Range staff at Fort Bragg estimate maintenance and other cost savings of around $400,000 over the course of 10 years. Imagine the potential savings across the Army if more installations implemented such successful sustainability initiatives.

Replete with figures and tables, and containing a bibliography that could serve as a springboard for further research, this comprehensive yet concise study will be of use to those involved in installation planning, management and sustainability, as well as those in related fields.

—Tenley Wadsworth

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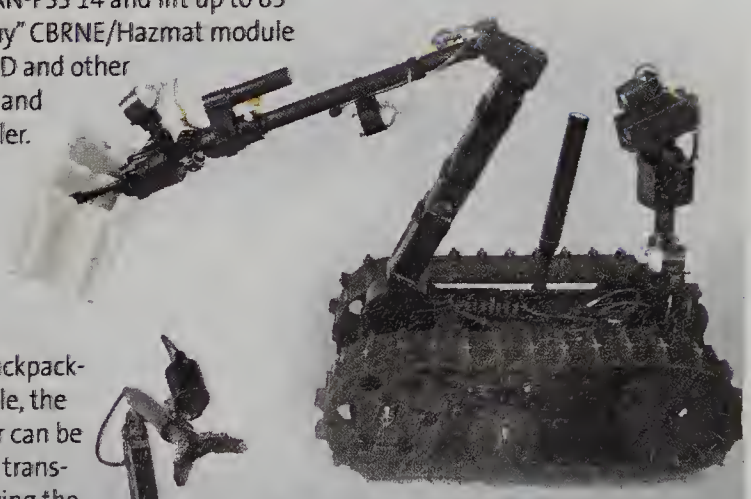
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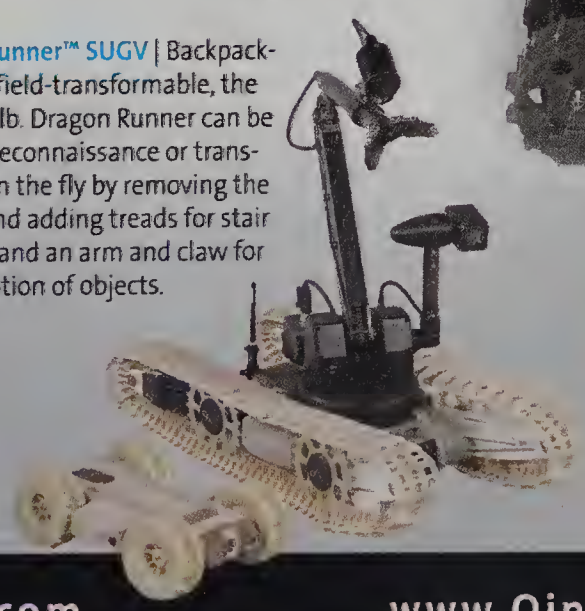
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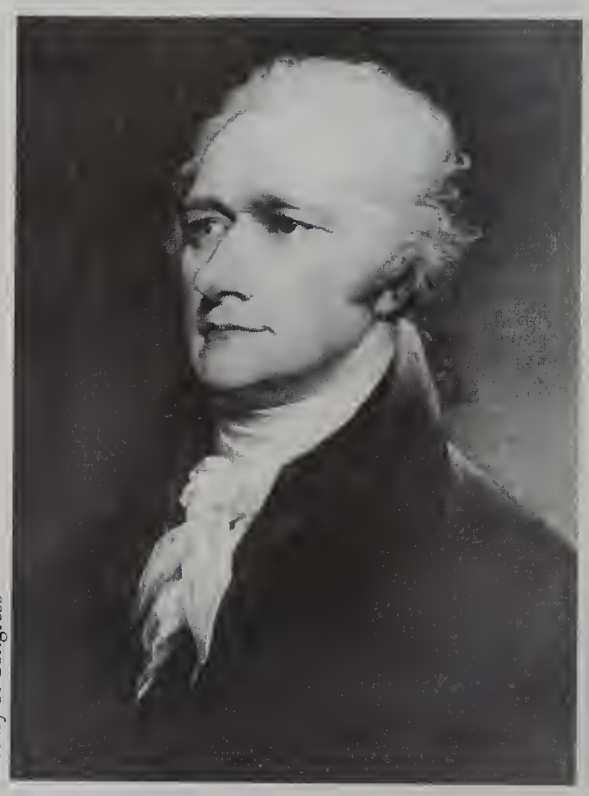
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Historically Speaking

Income Tax Day, Paying for War

By BG John S. Brown
U.S. Army retired

This month, most of us will pay our income taxes. Few look forward to this experience, and some will howl with rage. Indeed, the person purported to have first introduced an income tax, the Chinese Emperor Wang Mang, was summarily overthrown in A.D. 23 and ended with his severed head prominently displayed atop the walls of Wancheng. Late 18th-century British efforts to impose an income tax generated half the revenue envisioned because the initiative was so unpopular and so generally evaded. In our own country, an income tax was expressly unconstitutional as the Constitution was originally written. Given such broad unpopularity, why are we still going to forward or acknowledge such fat payments on April 15? The short answer is that the imperatives of national defense have gotten us into this habit, even if defense expenditures constitute less than 20 percent of the federal budget today.



Debt incurred during the American Revolutionary War must be expunged, argued Alexander Hamilton, first Secretary of the Treasury, if the new nation were to remain credit worthy in the event of future wars.

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Wars cost money. The American Revolution was no exception, and the individual Colonies that fought it ran up considerable debts during its course, as did the Continental Congress. The first Secretary of the Treasury, Alexander Hamilton, persuaded President George Washington and—after considerable debate—the majority of Congress that creditworthiness was a national defense issue. If the young republic did not pay off its wartime debts, it would be unable to raise money the next time there was a crisis. The federal government assumed the state debts, pushed through tariffs and excise taxes, offset some expenses with land grants, crushed a few tax rebellions and proved remarkably successful at liquidating its debts. The Founding Fathers conscientiously did not want to pass this burden on to posterity.

Tariffs, excise taxes and land grants produced generally adequate revenues through the early 19th century, but the Industrial Age demands of the Civil War dwarfed all previous requirements. Amid a fistful of other initiatives to finance the war, the Revenue Act of 1861 imposed an income tax of 3 percent on incomes of more than $800 ($800 being considerably more then than it is now). Unfortunately, this act and related acts that replaced it weren't actually constitutional. President Abraham Lincoln, as was his inclination, stretched the powers of government since survival was at stake. His countrymen tolerated exceptional measures in war-time, but a postwar Supreme Court case gutted the premise upon which it was based. Section Nine of the Constitution stipulated "No capitation, or other direct, tax shall be laid, unless in proportion to the census …" An income tax was pretty direct, and had nothing to do with the census.



THE HOME OF THE AMERICAN CITIZEN AFTER THE TAX BILL HAS PASSED.

N.B.—Scroggs says he is ready and willing to pay any amount of tax, but he would like them to leave his wife's crinoline and other domestic trifles alone.

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2010 ARMY Magazine Photo Contest

Sponsored by the Association of the U.S. Army

The Association of the U.S. Army is pleased to announce its fifteenth ARMY Magazine photo contest. Amateur and professional photographers are invited to enter.

The winning photographs will be published in ARMY Magazine, and the photographers will be awarded cash prizes. First prize is $500; second prize is $300; third prize is $200. Those who are awarded an honorable mention will each receive $100.

Entry Rules:

1. Each photograph must have a U.S. Army-related subject and must have been taken on or after July 1, 2009.
2. Entries must not have been published elsewhere. Evidence of prior publication of any entry will disqualify it.
3. Each contestant is limited to three entries.
4. Entries may be 300 dpi digital photos, black-and-white prints, color prints or color slides. Photographs must not be tinted or altered. (Send digital photos to jdow@ausa.org.)
5. The minimum size for prints is 5x7 inches; the maximum is 8x10 inches (no mats or frames).
6. The smallest format for slides is 35mm, and slides must be in plastic or paper mounts.
7. A sheet of paper must be taped to the back of each entry with the following information: the photographer's name, Social Security number (for identification and tax purposes), address and telephone number, and caption information.
8. Entries must be mailed to: Editor in Chief, ARMY Magazine, 2425 Wilson Blvd., Arlington, VA 22201-3385, ATTN: Photo Contest.
9. Entries must be postmarked by June 30, 2010. Letters notifying the winners will be mailed in September.
10. Entries will not be returned.
11. Employees of AUSA and their family members are not eligible.
12. Prize-winning photographs may be published in ARMY Magazine and other AUSA publications three times.
13. Photographic quality and subject matter will be the primary considerations in judging.

For further information, contact Jeremy Dow (jdow@ausa.org), ARMY Magazine, 2425 Wilson Blvd., Arlington, VA 22201, (703) 841-4300, ext. 204.

The 16th Amendment to the Constitution, which authorized Congress to levy taxes on individual incomes, helped finance American efforts during World War I.



S. J. Res. 40.

Sixty-first Congress of the United States of America;

At the First Session,

Begun and held at the City of Washington on Monday, the fifteenth day of March, one thousand nine hundred and nine.

JOINT RESOLUTION

Proposing an amendment to the Constitution of the United States.

Resolved by the Senate and House of Representatives of the United States of America in Congress assembled (two-thirds of each House concurring therein), That the following article is proposed as an amendment to the Constitution of the United States, which, when ratified by the legislatures of three-fourths of the several States, shall be valid to all intents and purposes as a part of the Constitution:

"ARTICLE XVI. The Congress shall have power to lay and collect taxes on incomes, from whatever source derived, without apportionment among the several States, and without regard to any census or enumeration."

Speaker of the House of Representatives.

Vice-President of the United States and President of the Senate.

During the Progressive Era, expanding concepts of government and the ubiquity of auditable salaried labor inspired the 16th Amendment, specifically authorizing a federal income tax. The measure was ratified just in time for World War I. It made huge contributions to financing the war, and was greatly expanded because of the war. The income tax, although considerably reduced in peacetime, survived the war. Its retention swept away an earlier era wherein there had been no income tax, little inheritance tax and no real business tax. Modest during the 1920s, income taxes rose during the Great Depression to support New Deal programs, and then soared to help pay for World War II. World War II also established the practice of income tax withholding by employers. This not only guaranteed taxes were paid on time, it also reduced inflation by siphoning money out of the super-heated economy. War bonds raised revenues and damped inflation too, but they also represented the further accrual of long-term debt.

Recurrent themes with respect to wartime income taxes were shared sacrifices, determination to pay as much as possible now rather than later, and a decision to place the greatest burdens on the broadest shoulders. Income taxes were progressive. During World War I the highest tax bracket paid 77 percent; during World War II, 94 percent; during the Korean War, 92 percent; and during the Vietnam War, 77 percent. By comparison, the highest tax bracket has been paying 35 percent during the global war on terrorism—which is actually less than it was paying in 1993. A parallel phenomenon has been a decline in the percentage of the overall wartime federal budget given over to defense spending. During the Korean War it was around 70 percent, during the Vietnam War it was around 50 percent, and during the global war on terrorism it has been less than 20 percent. DoD's share of discretionary spending has not declined at the same rate, however: Defense was about 75 percent of discretionary spending during the Korean War and remains a robust 50 percent today.

The Founding Fathers, as previously noted, took great pains to do right by posterity. War, in their view, was a time that tried men's souls. Suffering and sacrifice were expected during its course. Sacrifice extended to quickly liquidating the debts war incurred. In the words of George Washington: "Vigorous exertion … [is required] to discharge the debts which unavoidable wars may have occasioned, not ungenerously throwing upon posterity the burden which we ourselves ought to bear." Our income taxes evolved from unconstitutional precept to principal source of revenue in the course of such "vigorous exertion." Along with rationing, conscription, battlefield casualties and industrial mobilization, high income taxes numbered among the wartime burdens borne by patriots. If the cause was just, it was also worth paying for. What sacrifices are we now making to avoid unduly burdening posterity? What taxes are we paying, indulgences are we giving up or entitlements are we abridging to make ends meet? In his fine study *The Price of Liberty*, Robert D. Hormats opines that the global war on terrorism is the first war we have undertaken without attempting a financial plan. If so, we are doing considerable injustice to all who have paid wartime income taxes before us. ★

BG John S. Brown, USA Ret., was chief of military history at the U.S. Army Center of Military History from December 1998 to October 2005. He commanded the 2nd Battalion, 66th Armor, in Iraq and Kuwait during the Gulf War and returned to Kuwait as commander of the 2nd Brigade, 1st Cavalry Division, in 1995. He has a doctorate in history from Indiana University. His book, Kevlar Legions: Army Transformation 1989–2005, *is forthcoming.*

Recommended Reading:

Brownlee, W. Elliot, *Federal Taxation in America: A Short History, Second Edition* (Cambridge: Cambridge University Press, 2004)

Chernow, Ron, *Alexander Hamilton* (New York: Penguin Press, 2004)

Hormats, Robert D., *The Price of Liberty: Paying for America's Wars* (New York: Times Books, 2007)

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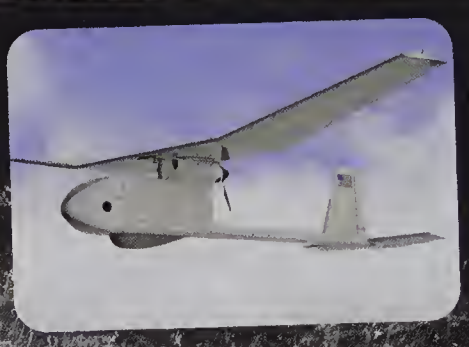
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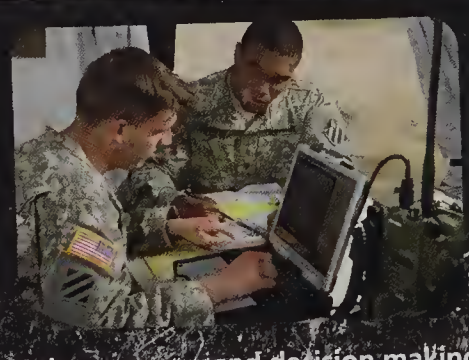
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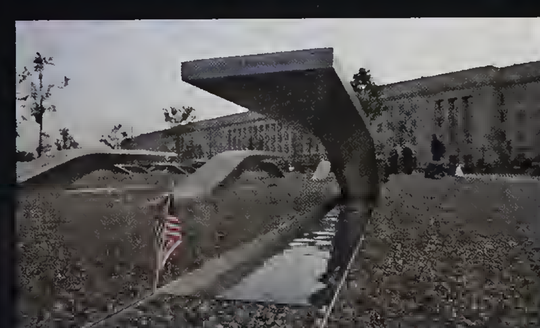


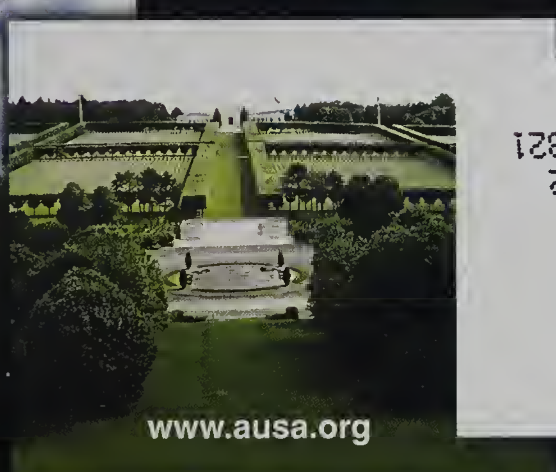








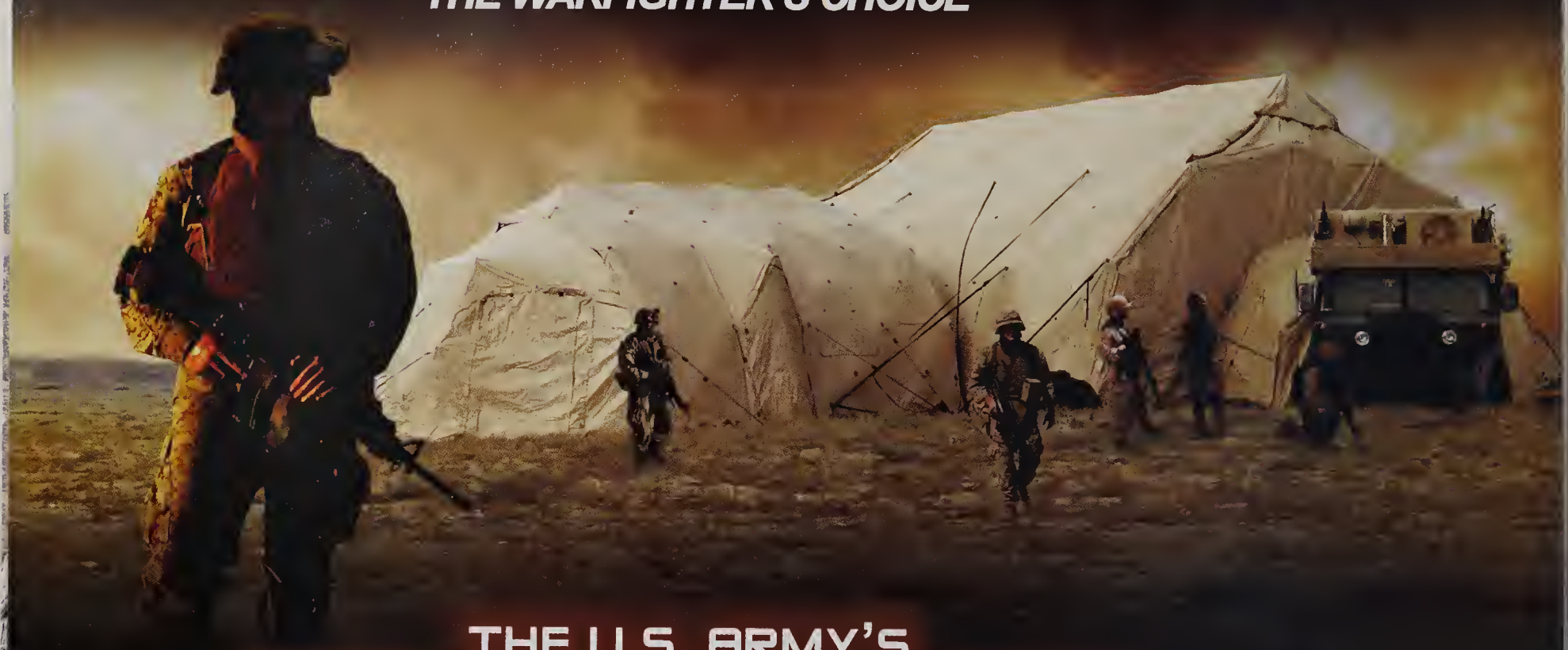




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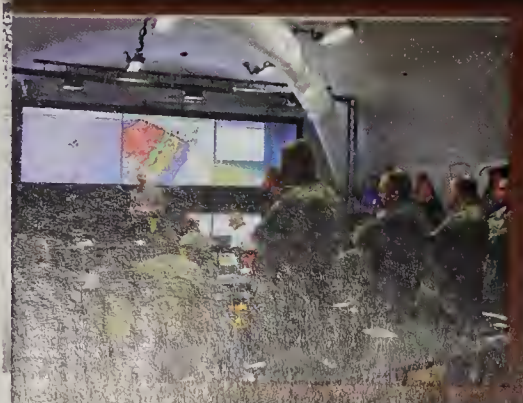
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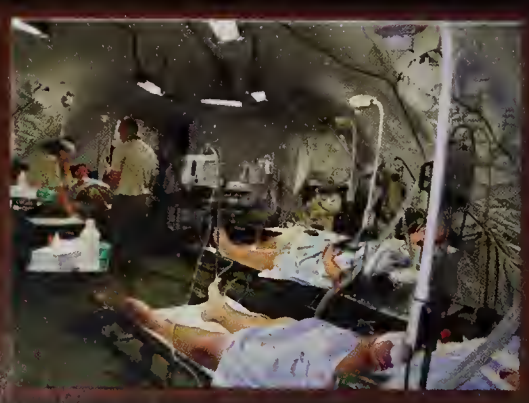
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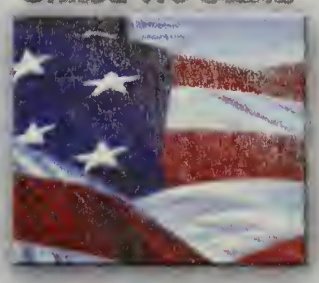
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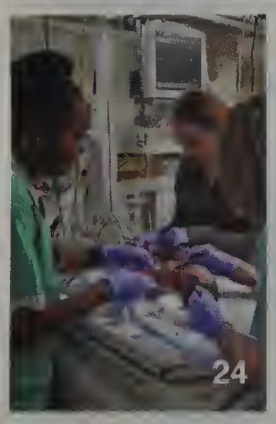
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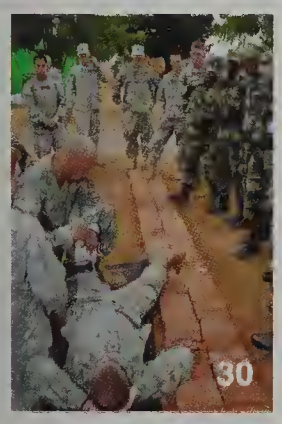
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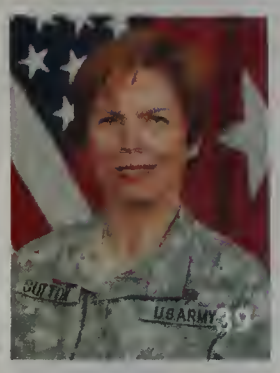
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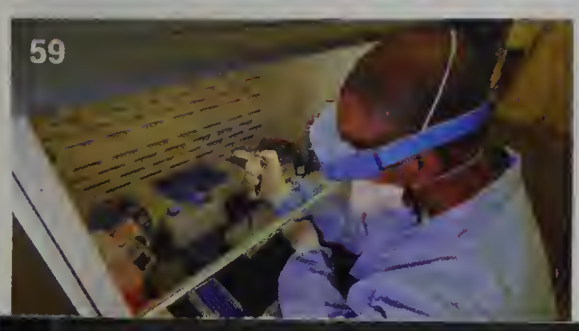












Army Medicine: Supporting the Army Family *By LTG Eric B. Schoomaker*
The Army medicine system continues to successfully meet crises and challenges in theater and in garrison, delivering state-of-the-art care to soldiers and their families. ***Page 24***

TRADOC Adapts Medical Training to Match Combat Realities *By Scott R. Gourley*
Based on lessons learned with trauma on the battlefield, the U.S. Army Training and Doctrine Command is revising the Army's tactical combat casualty care. ***Page 30***

Soldiers' Minds: No Place for Retreat *By Dennis Steele*
As soldiers in Iraq and Afghanistan continue to suffer post-traumatic stress and traumatic brain injuries, mental health treatment has become one of the Army's major medical concerns. ***Page 36***

An Interview with BG Loree K. Sutton *By Dennis Steele*
The Army's highest-ranking psychiatrist discusses "the unseen wounds of war," challenges in treating them and the initiatives Army Medicine has instituted to treat warfighters who sustain them. ***Page 39***

Combat Stress: A Shadow that Spans all Wars *By Dennis Steele*
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El Salam Egyptian Field Hospital *By MAJ Yun-Hua Fan*
Funded by the United States and staffed by Egyptian soldiers, this unique hospital at Bagram Airfield, Afghanistan, provides free medical care to local Afghans while also training Afghan health-care providers. ***Page 55***

Joint Biological Agent Identification and Diagnostic System: JBAIDS
By Scott R. Gourley
The portable Joint Biological Agent Identification and Diagnostic System is designed to rapidly identify biological warfare and infectious disease agents in the field. ***Page 59***

CompanyCommand—Building Combat-Ready Teams: Facilitating Development and Governance in Kunar Province
Company commanders of 2nd Battalion, 12th Infantry Regiment, 4th Brigade Combat Team, 4th Infantry Division, share counterinsurgency insights gained working with Afghan security forces and civilian leaders in Kunar Province. ***Page 63***

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Letters

General Weyand

■ It was with a measure of sadness tinged with very fond memories that I read of the passing of GEN Frederick C. Weyand in the April issue of ARMY Magazine ("Front & Center"). For the Army Reserve Officers' Training Corps (ROTC) cadets at the University of Hawaii in the late 1970s into the 1980s, GEN Weyand represented the best example of leadership, quiet strength and soldierly attributes we could ever hope to emulate.

In 1979, it was my good fortune to be selected to interview GEN Weyand at his new office in the First Hawaiian Bank building in Honolulu. The specific reason for the interview is lost to me, but I definitely remember the trepidation bordering on raw anxiety that I felt about the prospect of talking with a retired Army Chief of Staff. Here I was, the lowly cadet about to embark on his Army adventure, one-on-one with this towering (literally) soldier of distinction. As I recall, I think I spent about a week just in preparing my Class A uniform. Of course, I stood inspection by both the instructors and our training NCO in charge before heading downtown. I remember being told, "Don't waste his time with a bunch of stupid questions." No doubt the NCOs had a great time with all of it.

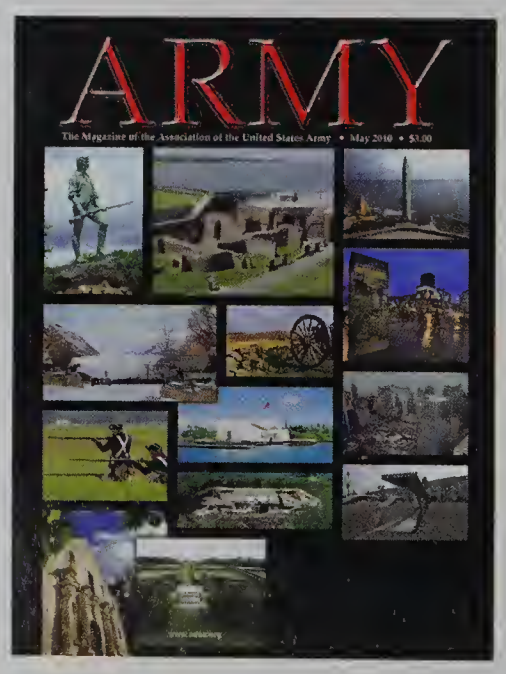
After being ushered into his office, I was immediately put at ease by GEN Weyand. After the official part of the interview was over, at his insistence we talked a long time about many things. GEN Weyand asked me all the usual questions about what I wanted to do in the Army, active duty plans, branch selection and so forth. But then he asked me about my family, my life experiences, what led me to the Army.

He was genuinely interested in me and my goals, and I had the distinct impression that I could talk to this man—that he cared. He cared about the Army, and he cared about me. He made it clear to me that I or anyone from the ROTC department could count on him for any help we needed. And he was true to his word.

While it was nothing I consciously perceived at the time, only later did I realize that I had been "mentored" and that I was to pass it on. This was long before the term and the formal programs came into vogue.

If it is true that an expert of a given thing can make the doing of it look effortless and unforced, then GEN Weyand was truly an expert in caring leadership.

MAJ Frederick A. Yochim,
USA Ret.
Purcellville, Va.



This Month's Cover

"American Thermopylae"

On Memorial Day, we honor those who have defended our freedom. In addition to commemorative parades and services, many sites around the country—and the world—recall the courage and sacrifice of America's veterans. For a survey of some of the most revered places in the history of our nation and our Army, and for photo credits for this month's cover, please turn to page 81.

'The Music of War'

■ Lois Hicks-Wozniak concluded her thoughtful letter on "The Music of War" (April) by relating that on learning she was headed to an Army Band, her first sergeant in basic training told her there was no room in today's Army for a musician. It is a sentiment that has been shared from time to time by members of Congress and others concerned with resources during times of austerity, but not by that indefatigable chronicler of a soldier's life, Rudyard Kipling. He summarized with admirable economy the essential features of an effective military force—the men, the mission, the leadership and the ceremony—in these lines of verse: "We're marchin' on relief over Injia's coral strand/800 fightin' Englishmen, the Colonel and the Band."

THOMAS W. EVANS
Mundelein, Ill.

Kudos

■ I love all the issues of ARMY, but the April issue is really wonderful. I loved the articles about GEN Frederick C. Weyand and GEN Alexander M. Haig Jr. ("Front & Center"). As our Great Division (the 101st Airborne) deploys once again to Afghanistan, I found Dennis Steele's article "Returning to the Offensive in Afghanistan" interesting; his pictures were wonderful, as usual.

CLARISSA FREEMAN
Former AUSA 2nd Region President
CASA, Kentucky

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Washington Report

TRICARE Unaffected by Health-Care Reform

On March 21, the same day the U.S. House of Representatives passed the health-care reform bill, Secretary of Defense Robert M. Gates released a statement reassuring troops and their families that "the health-care reform legislation being passed by Congress will not negatively impact the TRICARE medical insurance program, as it already meets the bill's quality and minimum benefit standards."

Before the bill was passed, Rep. Ike Skelton (D-MO), chairman of the House Armed Services Committee, introduced HR 4887, legislation that states that TRICARE and nonappropriated fund health plans meet the minimum requirements for individual health insurance and that beneficiaries will not be required to purchase additional coverage beyond what they already have. The full House of Representatives passed the bill, the TRICARE Affirmation Act, with a vote of 403-0; it is expected to be reaffirmed by the Senate.



'Don't Ask' Revised. Pending review and a congressional decision on the "don't ask, don't tell" (DADT) policy, which bars homosexuals from serving openly in the military, Secretary of Defense Robert M. Gates announced changes to the current regulations in a Pentagon news briefing in March. The Pentagon was given 30 days to implement changes to the enforcement of the 1993 law. The changes, which apply to all branches of the military, are:

- Only generals or flag officers will be authorized to initiate fact-finding inquiries or separation proceedings.
- Confidential information given to medical professionals, psychotherapists, clergy and lawyers will not be used for the purpose of discharging a servicemember.
- Mindful that hearsay or falsified information could be presented by someone with a grudge, investigators must examine facts and circumstances more carefully before initiating an inquiry.
- Investigators will ignore most anonymous complaints; third-party accusations must be given under oath.

The changes apply to all future and open cases; the latter will be reevaluated under the new regulations. The revisions are not retroactive and do not apply to soldiers who have already been discharged.

After President Obama called for repeal of DADT in his January State of the Union address, Secretary Gates named DoD general counsel Jeh Johnson and GEN Carter F. Ham, commander of U.S. Army Europe, as co-chairs of a panel to review DADT and plan how best to institute any repeal. A congressional vote is necessary to settle the matter. Secretary Gates urged Congress not to repeal the policy or approve a moratorium on discharges before the Pentagon's policy review is completed on December 1.

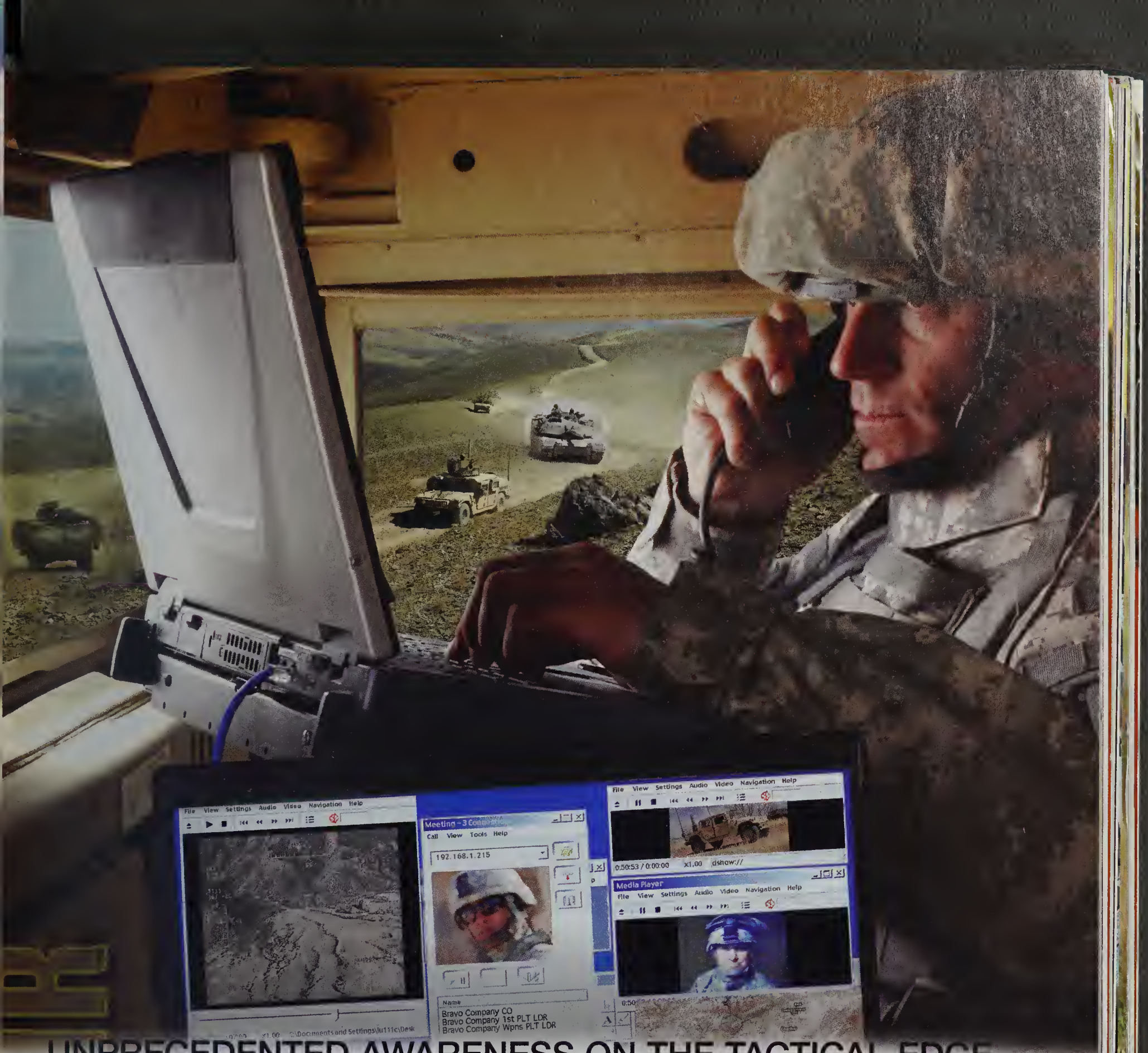
Drug Use Increases. In testimony before the House Appropriations Committee Subcommittee on Defense in March, Secretary of the Army John M. McHugh and Army Chief of Staff GEN George W. Casey Jr. discussed the use of prescription medications by soldiers in Iraq and Afghanistan. A rise in the use of antidepressants among soldiers serving in the ongoing conflicts "is part of the cumulative effects of eight-and-a-half years at war," GEN Casey told the lawmakers. "And it's something … we need to get on the table and deal with."

According to a *USA Today* article, Pentagon data indicates that military doctors wrote four times as many prescriptions for pain relievers in 2008 as they did in 2001, and, in a 2008 survey, one in every four soldiers admitted abusing prescribed drugs, mostly painkillers, in the preceding year. Secretary McHugh told the subcommittee that just as a civilian patient may go to multiple doctors and receive multiple prescriptions, sometimes deliberately and sometimes through inattention or lack of tracking, so may a soldier. Such an event is less likely in theater, he said, but the tracking mechanisms there are not as reliable as in the continental United States. Within warrior transition units, where the need for pain management is most pressing, the Army has established a program that tracks all prescriptions. "I'm not prepared to say it's up and running 100 percent," Secretary McHugh said, "but I think we're definitely in the right direction."

Addressing the same problem, Army Surgeon General LTG Eric B. Schoomaker told the Personnel Subcommittee of the Senate Committee on Armed Services that an estimated 8 percent of the force is now using psychiatric medications. The Senate subcommittee has asked each service to "provide detailed statistics and a historical timeline of prescription drug usage from 2001 to today."

Sen. Ben Cardin (D-MD) expressed his concern that there may be a link between the reported use of such prescription medicines and the rising suicide rate. He pointed out that about 41 percent of our military forces serving in Afghanistan and Iraq are 18 to 24 years old—a group the Food and Drug Administration says may be at elevated risk of suicidal thoughts and behavior while using antidepressants.

The most recent data released indicate that the Army's suicide rate is now running parallel to the civilian rate among comparably aged individuals; in the past, the suicide rate in the Army was about half the civilian rate.



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News Call

Army Medical Initiatives Help Save Lives on the Battlefield

Military medical achievements and advances have contributed to the highest wartime survival rate in history, announced Ellen P. Embrey, acting assistant secretary of defense for health affairs, at the 2010 Military Health System Conference in Washington, D.C., in January. The battlefield survival rate now stands at 97 percent.

Research and development has contributed to another achievement: 54 percent of servicemembers wounded in action today return to duty within 72 hours. In addition, the military is experiencing the lowest disease and nonbattle injury rates ever reported. In Afghanistan the rate is 5 percent; in Iraq, 4 percent.

Among the Army's more recent initiatives is the use of portable ultrasound devices that are aiding Special Forces medics in saving lives. Currently, each Special Forces battalion is authorized just one portable ultrasound machine, but they have proven so valuable in diagnosis and treatment in theater that 1st Battalion, 3rd Special Forces Group (SFG) (Airborne), has pushed for increased presence and additional medic training in their use.

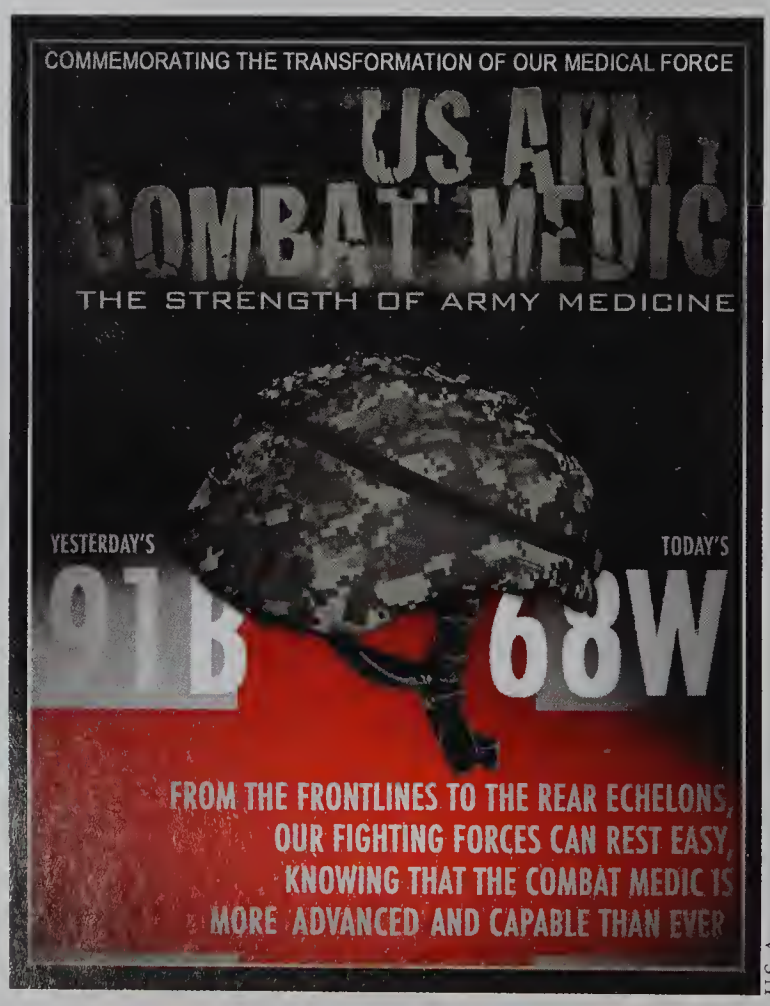
MAJ Andrew Morgan, battalion surgeon for 1st Battalion, 3rd SFG, is one of the more vocal Army doctors who have advocated increased use of portable ultrasound. MAJ Morgan—who learned the value of medical imaging as an emergency physician at Womack Army Medical Center, Fort Bragg, N.C.—along with 1st Battalion physician assistant CPT William N. Vasios and SFC David Hubler, the unit's senior medic, spent more than a year training 26 Special Forces medics to use the machines. When the unit deployed to Afghanistan in January 2009, they did so with nine of the devices to test them in a combat environment.

Ultrasound machines use high-frequency sound waves to scan deep into the human body. The laptop-size, portable version weighs less than 5 pounds, runs on standard batteries and costs $40,000—one-third the price of an X-ray machine. Portable ultrasounds—which can identify blood in the abdomen as well as locate fractures, skin infections and collapsed lungs—also provide images of nerve bundles to help in local anesthesia and show clear pictures of veins to aid medics in drawing blood or inserting intravenous lines. First Battalion, 3rd SFG, plans to continue training medics and fielding portable ultrasounds to Special Forces medics.

The Army has also invested time and money in a liquid bandage. Approved by the Food and Drug Administration for minor cuts and irritations in 2008, the GelSpray Liquid Bandage may soon include medications to heal infection, speed healing and relieve pain. The dressing, which can be applied with one hand in a combat setting, allows soldiers to finish a mission before receiving medical care.

The dressing solidifies quickly to protect the wound and decrease bleeding, but stays in place without sticking and peels off for easy removal. The Army has spent about $1.3 million on the GelSpray bandage, which now costs about $5 for a one-use set of the gel and applicator. The bandage would improve first aid for any skin injuries that can't be readily seen by a doctor and could be ready for use on the battlefield and at home as early as 2011. Developers of the dressing are preparing for a human clinical study required to extend the bandage to soldiers on the battlefield.

Perhaps the most impressive innovation is in the area of regenerative medicine, which involves replacing or regrowing human cells, tissues or organs to establish or restore normal functions. The Armed Forces Institute of Regenerative Medicine (AFIRM) is developing engineered human ear and nose replacements as well as a skin substitute that can be sprayed onto burn areas.



U.S. Army

Combat Medics Honored. *In a March ceremony at Fort Sam Houston, Texas, the Army unveiled a commemorative poster designed by SGT Christopher Giddinge, a medic with the U.S. Army Medical Research Institute of Infectious Disease, Fort Detrick, Md. Today's combat medics are now certified emergency medical technicians.*



According to U.S. Army COL Robert Vandre, AFIRM project director, the first clinical trials using technology for the ear could start in about a year. A surgical implantation of extracellular matrix (a cell-less biologic agent used in growing tissue) enabled two patients at the Army Institute of Surgical Research, Fort Sam Houston, Texas, to regenerate and grow missing muscle. Plans for a clinical trial with 15 additional patients are under way.

Iraq Drawdown Continues. The Army is now 35 percent complete in its effort to withdraw equipment and material from Iraq. LTG William G. Webster Jr., commander of Third Army, told reporters at the Pentagon in April that the Army's removal of equipment from Iraq that began in May 2009 "is the

U.S. soldiers from Company B, 2nd Battalion, 14th Infantry Regiment, 2nd Brigade Combat Team, 10th Mountain Division, load a trailer with rucksacks while preparing to turn over Joint Security Site Shaura Um Jidr in Baghdad to Iraqi police in April.

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largest operation that we've been able to determine since the buildup for World War II."

"When we started this operation, we had about 2.8 million items of equipment in Iraq, along with 88,000 containers containing some of that equipment," LTG Webster said. The Army has retrograded more than 11,000 tracked vehicles, wheeled vehicles and trailers, and it has redeployed more than 21,000 troops. More than $1.25 billion worth of equipment and supplies have left the country.

In addition to supporting a responsible drawdown in Iraq, last fall Third Army began to build up in Afghanistan. Since October, more than $145 million worth of theater-provided equipment has been redistributed from Iraq to Afghanistan. All lethal supplies—weapons, armored trucks, Stryker vehicles and the like—are shipped by air to avoid attacks. Nonlethal supplies—including food, fuel, lumber, blast barriers, and cement used to expand airfields and build forward operating bases—go by sea and land. The Army, said LTG Webster, is depending on a new northern route through central Asia to transport about half the supplies.

Nearly 50 percent of the equipment coming out of Iraq is slated for Afghanistan. The rest will return to the United States for reintegration into the Army, will be sold to foreign militaries or will be scrapped. Much of the equipment going to Afghanistan needs modification such as new armor, suspensions or transmissions—a massive reset, repair and refurbishing operation that takes place at Camp Arifjan, Kuwait. Some equipment—such as the SUVs used in Baghdad that would not pass U.S. emission tests and security T-walls that would cost more to move than they are worth—will be turned over to the Iraqi government. Bases that have housed U.S. troops over the past several years, along with nonsensitive items not needed by other U.S. units in Iraq, are being transferred to full Iraqi control.

According to LTG Webster, original estimates called for 18 months to move necessary equipment from Iraq to Afghanistan. He now estimates that more than 5,000 vehicles needed for the buildup in Afghanistan will move by the end of this summer. The scope of the drawdown in Iraq and buildup in Afghanistan, said LTG Webster, is "larger than even the turn that [GEN George S.] Patton made in World War II at the Battle of the Bulge when he turned our own Third Army on its heels 90 degrees." GEN Patton used the code word "nickel" for that operation, so Third Army has nicknamed this operation Nickel II.

Although a recent spike in violence in Iraq is not expected to change the plans to reduce U.S. troop force to 50,000 by August 31 in accordance with the U.S.-Iraq security agreement, special operations forces in the country will remain at their current level of roughly 4,500.



"Cut down on your heroics."

New Look in Afghanistan. A major reorganization of forces in Afghanistan in March boosted the authority of GEN Stanley A. McChrystal, the senior U.S. and NATO commander there. Commander of U.S. Central Command GEN David H. Petraeus told attendees at the annual Conference of Defense Associations in Ottawa, Canada, in March that he had ordered "that all U.S. forces, less a handful, be placed under GEN McChrystal's operational, not just tactical, control."

The centralization of U.S. and other foreign troops under GEN McChrystal's command gives him unprecedented authority in Afghanistan. The reorganization integrates most of the 20,000 U.S. troops serving in Opera-

tion Enduring Freedom in Regional Command East under the command of MG Curtis M. Scaparrotti, 82nd Airborne Division, into the 100,000-strong NATO International Security Assistance Force (ISAF). Only small Special Forces detachments and a prison guard unit will remain outside GEN McChrystal's direct control.

GEN McChrystal has long emphasized the importance of preventing civilian casualties and has advocated the limited use of force. Earlier this year, he imposed restrictions on nighttime raids. Afghan and United Nations officials have blamed Special Forces for most civilian deaths in Afghanistan. In a *New York Times* report, GEN McChrystal said that the new command structure should improve coordination among military units and help reduce those numbers. "Sometimes at cross-purposes, you have one hand doing one thing and one hand doing the other, both trying to do the right thing but working without a good outcome," he said. GEN McChrystal previously served as commander of the Joint Special Operations Command and director of The Joint Staff.



U.S. Army

Army veteran Andy Soule won a bronze medal in the 2.4-kilometer biathlon pursuit in the 2010 Paralympic Games.

Force-Structure Action. The Army announced in March the activation of the National Center for Telehealth and Technology at Joint Base Lewis-McChord, Wash. The new center, which represents an increase of eight military and 67 civilian authorizations, will foster, develop, research and deploy technology solutions for psychological health and traumatic brain injury as well as deliver relevant, evidence-based applications for servicemembers, veterans and their families.

Vet Medals in Paralympics. U.S. Army veteran Andy Soule, who lost both legs above the knee to an improvised explosive device in Afghanistan in 2005, is the first American in history to win a



medal in the biathlon, an event that combines cross-country skiing with rifle shooting. Soule, 29, placed third in the sitting 2.4-kilometer pursuit biathlon at the 2010 Paralympic Games in Vancouver and Whistler, British Columbia, Canada, in March.

A cadet at Texas A&M University, Soule left school to join the Army after the attacks of 9/11. He was a gunner on the back of a Humvee on a security patrol in the Shinkay District of Afghanistan in May 2005 when a roadside bomb detonated, damaging his legs and killing another soldier.

Soule was evacuated to Landstuhl Regional Medical Center, Germany, then was sent to Fort Sam Houston, Texas, where he recuperated and underwent rehabilitation at Brooke Army Medical Center. He participated in various sports at Brooke until he discovered skiing.

The Paralympic Games began in 1948 as a rehabilitation tool for injured World War II veterans. This year, the U.S. team had five military veterans on its 50-member team; some people estimate that by the summer 2012 Paralympic Games, one in every seven U.S. team members will be a veteran.

This month, some 200 athletes, drawn proportionally from each branch of service, will compete in the inaugural Warrior Games for wounded, ill and injured servicemembers; the Army is sending 100 soldiers. The games, which will be held May 10–14 in Colorado Springs, Colo., include events in shooting, swimming, archery, sitting volleyball, cycling, track, wheelchair basketball, discus and shot put and are a joint effort of DoD and the U.S. Olympic Committee.

Catastrophic Head Injuries. The Joint Theater Trauma System (JTTS) of the U.S. Army Institute of Surgical Research has issued new guidelines on the management of combat troops declared brain-dead—those patients with catastrophic, nonsurvivable head injury, which is defined as any head injury that, after imaging evaluation and/or exam, is expected to result in the permanent loss of all brain function above the brain stem level. The intent of the JTTS document is to provide useful recommendations that will help doctors care for and transport these patients, not to address the complexities of determining brain death.

According to COL Brian Eastridge, JTTS director, some 175 troops with catastrophic head injuries have been evacuated since the wars in Iraq and Afghanistan, only to die later of their

Army Physicians Honored in 2009–2010

Several Army physicians and medical professionals have been recognized for their achievements.

- The Surgeon General's Award for Military Academic Excellence—COL Craig D. Shriver, chief of general surgery at Walter Reed Army Medical Center, Bethesda, Md.
- The Surgeon General's Physician Recognition Awards—LTC John M. Palmer (deputy surgeon for clinical operations for U.S. Forces-Iraq), MAJ Christopher J. Lettieri (critical care and sleep medicine staff physician at Walter Reed), and CPT Paul B. Lamb (chief of internal medicine at Brooke Army Medical Center, San Antonio, Texas).
- Association of Military Surgeons of the United States (AMSUS) Founder's Medal—LTG Eric B. Schoomaker, Surgeon General of the Army.
- AMSUS Force Health Protection Award—Army Institute of Surgical Research.
- Joel M. Dalrymple Award—COL David Williams, DoD joint project manager for chemical biological medical systems.
- Gorgas Medal—COL Lisa Keep, assistant professor of preventive medicine, Uniformed Services University of the Health Sciences.
- Walter P. McHugh Award—MAJ Ross Davidson, chief of logistics, U.S. Army Medical Department Activity (MEDDAC), Fort Drum, N.Y.
- Physician Assistant Award—COL Louis H. Smith III.
- Lewis L. Seaman Enlisted Award for Outstanding Operational Support—CSM Alexis A. King, MEDDAC, Fort Drum, N.Y.

Army Casualties in Afghanistan

The following U.S. Army soldiers were reported killed in Operation Enduring Freedom from March 1 to March 31, 2010. All names have been released through the Department of Defense; families have been notified.

SGT Joel D. Clarkson, 23
PVT Nicholas S. Cook, 19
SPC Josiah D. Crumpler, 27
SPC Alan N. Dikcis, 21
SPC Ian T.D. Gelig, 25
SPC Matthew D. Huston, 24
PFC Jason M. Kropat, 25
PFC James L. Miller, 21
SGT Vincent L.C. Owens, 21
SPC Anthony A. Paci, 30
SGT Jonathan J. Richardson, 24
SSG William S. Ricketts, 27
SFC Carlos M. Santos-Silva, 32
SFC Glen J. Whetten, 31

Army Casualties in Iraq

The following U.S. Army soldiers were reported killed in Operation Iraqi Freedom from March 1 to March 31, 2010. All names have been released through the Department of Defense; families have been notified.

SGT Aaron M. Arthur, 25
SPC Lakeshia M. Bailey, 23
SPC Steven J. Bishop, 29
SSG Richard J. Jordan, 29
PFC Erin L. McLyman, 26
SPC Robert M. Rieckhoff, 26

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COMMAND SERGEANTS MAJOR CHANGES*



CSM D.R. Abbott from USAG-Daegu, Korea, to IMCOM, Korea.



CSM J.E. Diggs from NRMC to AMEDDCS, San Antonio, Texas.



CSM J.C. Hardy from 75th Ranger Regiment to MCoE and Fort Benning, Ga.

■ ***AMEDDCS**—U.S. Army Medical Department Center and School; **IMCOM**—Installation Management Command; **MCoE**—U.S. Army Maneuver Center of Excellence; **NRMC**—Northern Regional Medical Command; **USAG**—U.S. Army Garrison.*

**Command sergeants major positions assigned to general officer commands.*

GENERAL OFFICER CHANGES*



LTG D.P. Bolger from CG, 1st Cav. Div., Fort Hood, Texas, to Dep. CoS, G-3/5/7, USA, Washington, D.C.



LTG C.H. Jacoby Jr. from CG, I Corps and Fort Lewis/Dep. Cmdr. for Ops., USF-I, OIF, Iraq, to Dir. for Strategic Plans and Policy, J-5, The Jt. Staff, Washington, D.C.



MG R.O. Anderson from Dir. of Force Mgmt., ODCS, G-3/5/7, USA, Washington, D.C., to Dep. CG, XVIII Abn. Corps and Fort Bragg, Fort Bragg, N.C.



MG P.E. McGhee from Dir. of Resource Mgmt., Third Army, USARCENT, Camp Arifjan, Kuwait, to Dir. for Army Budget, OASA(FM&C), Washington, D.C.



MG J.M. Milano from CG, USAARMC and Fort Knox/Cmdt., USAARMS, Fort Knox, Ky., to CG, BCT-CoE and Fort Jackson, Fort Jackson, S.C.



MG K.L. Thurgood, USAR, from CG, AAFES, Dallas, Texas, to Dep. Chief, USAR (IMA), OCAR, Washington, D.C.



MG S.D. Tom, USAR, from CoS, PACOM, Camp H.M. Smith, Hawaii, to Cmdr., JPAC, PACOM, Hickory AFB, Hawaii.

Brigadier Generals: **S.G. Fogarty** from Dir. of Intel., J-2, CENTCOM, MacDill AFB, Fla., to CG/Cmdt., Intelligence CoE and Fort Huachuca, Fort Huachuca, Ariz.; **K.W. Gallagher** from CG, ERMC/Cmd. Surgeon, USAREUR and 7th Army, Germany, to CG, TAMC/PRMC/USARPAC Surgeon/Lead Agent, Tricare Pacific, Honolulu, Hawaii; **S.L. Jones** from CG, TAMC/PRMC/USARPAC Surgeon/Lead Agent, Tricare Pacific/Chief, U.S. Army Medical Corps, Honolulu, Hawaii, to Dep. Cmdr., JTF-CapMed, Bethesda, Md.; **S.B. MacFarland** from Cmdr., JTF North, NORTHCOM, Fort Bliss, Texas, to Dep. Cmdt., CGSC, Fort Leavenworth, Kan.; **J.M. Murray** from Dep. CG (M), 1st Cavalry Division, Fort Hood, Texas, to Dir., JCOA-Lessons Learned, USJFCOM, Suffolk, Va.; **M.W. Perrin,** Asst. CoS, J-2, USF-K/Dep. C-2, CFC/Dep. U-2, UNC, Korea, to Dir., J-2, USF-I, OIF, Iraq; **E.M. Reeder Jr.** from Cmdr., CFSOCC-A, OEF, Afghanistan, to CG, USASFC (Abn.), Fort Bragg, N.C.; **L.C. Smith** from Cmdt., CBRN Sch./Dep. CG, Material and Technology, MSCoE, Fort Leonard Wood, Mo., to CG, 20th Support Cmd. (CBRNE), APG, Md.; **J.J. Snow** from GC, 20th Support Cmd. (CBRNE), APG, Md., to Dir., Iraq Training and Advisory Team-Army, USF-I; **K.J. Thomas** from Dep. CG/Asst. Cmdt., USAACE, Fort Rucker, Ala., to Asst. Div. Cmdr., 2nd Infantry Division, Eighth U.S. Army, Korea.

■ ***AAFES**—Army and Air Force Exchange Service; **APG**—Aberdeen Proving Ground; **BCT-CoE**—Basic Combat Training Center of Excellence; **CBRN**—Chemical, Biological, Radiological and Nuclear; **CBRNE**—Chemical, Biological, Radiological, Nuclear and High-Yield Explosive; **CENTCOM**—U.S. Central Command; **CFC**—Combined Forces Command; **CFSOCC-A**—Combined Forces Special Operations Component Command-Afghanistan; **CGSC**—U.S. Army Command and General Staff College; **CoE**—Center of Excellence; **ERMC**—Europe Regional Medical Command; **IMA**—Individual Mobilization Augmentee; **JCOA**—Joint Center for Operational Analysis; **JPAC**—Joint POW/MIA Accounting Command; **JTF-CapMed**—Joint Task Force-National Capital Regional Medical Command; **JTF North**—Joint Task Force North; **MSCoE**—U.S. Army Maneuver Support Center of Excellence; **NORTHCOM**—U.S. Northern Command; **OASA(FM&C)**—Office of the Assistant Secretary of the Army (Financial Management and Comptroller); **OCAR**—Office of the Chief, Army Reserve; **ODCS**—Office of the Deputy Chief of Staff; **OEF**—Operation Enduring Freedom; **OIF**—Operation Iraqi Freedom; **PACOM**—U.S. Pacific Command; **PRMC**—Pacific Regional Medical Command; **TAMC**—Tripler Army Medical Center; **UNC**—United Nations Command; **USAACE**—U.S. Army Aviation Center of Excellence; **USAARMC**—U.S. Army Armor Center; **USAARMS**—U.S. Army Armor School; **USAR**—U.S. Army Reserve; **USARCENT**—U.S. Army Central; **USAREUR**—U.S. Army Europe; **USARPAC**—U.S. Army Pacific; **USASFC**—U.S. Army Special Forces Command; **USF-I**—U.S. Forces-Iraq; **USF-K**—U.S. Forces-Korea; **USJFCOM**—U.S. Joint Forces Command.*

**Assignments to general officer slots announced by the General Officer Management Office, Department of the Army. Some officers are listed at the grade to which they are nominated, promotable or eligible to be frocked. The reporting dates for some officers may not yet be determined.*

wounds. Doctors in combat zones do not have to obtain permission from next of kin before removing a brain-dead patient from life support, but if such patients can be appropriately resuscitated and stabilized, the guidelines suggest ways they can be transported safely and appropriately to the next level of care. At a more advanced military hospital, they can be reunited with their families for a farewell, and possibly be deemed suitable for organ donation should the patients' and families' wishes permit.

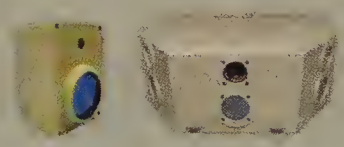
If a patient "cannot be stabilized hemodynamically after rapid resuscitation, ... withdrawal of ventilatory support with dignity is the most respectful and appropriate course of action," according to the guidelines. Such guidance may help relieve pressure on battlefield doctors who must make life-and-death decisions. "These situations are fortunately not common," the guideines state, "but constitute the most challenging of clinical and ethical management dilemmas that one can face during care."

The JTTS, which provides medical research and guidelines for battlefield care, has published more than 30 clinical practice guidelines for various aspects of trauma care. They are available online at http://www.usaisr.amedd.army.mil/cpgs.html. ★

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Memorial Day

By GEN Frederick J. Kroesen
U.S. Army retired

Two thousand years ago, in a book of the Apocrypha, Ecclesiasticus wrote: "Honor and praise your famous men … those who have led and ruled wisely. They are deserving and have left names that their praises may be reported." He continued, "But remember also those who have no memorial, who are perished as though never born, righteous men whose labors and sacrifices made possible the fame of their leaders."

Today we would say men and women, but the thoughts Ecclesiasticus expressed so long ago are equally appropriate now. Famous and infamous names are known, honored or despised, while millions of others have come and gone with little regard for their contributions and sacrifices.

Memorial Day is our guarantee that those made famous in our history are remembered only along with all who have spent their lives in the service of our country. They have been, collectively, the guarantors of our legacy of freedom. They will never be among those not remembered, never among those who passed through as though "never born."

Many certainly did not willingly give up their lives, but they committed themselves to a cause that their moral code accepted as truth and justice. The ideals of our nation's founders have sustained in all succeeding generations a belief that what is right, true and noble is worth fighting for, defending, and even extending to our friends and allies. Millions of people around the world enjoy freedom from despots and totalitarian control because Americans believe in truth and justice.

Our cause has been forever under attack by those who would undermine our commitments—naysayers who deplored our revolution in 1776 or who fled to Canada to escape the draft in the 1960s. Thus far they have been unsuccessful at changing our policies during times of stress, but they are unrelenting, determined to exploit any crisis and lament any resort to military action. They are a continuing threat, and proving them wrong is a continuing demand that leaders must combat and soldiers must tolerate.

Memorial Day is also a day to remember and pray for the men and women now engaged on the frontiers of freedom. First pray that they, too, are convinced of the righteousness and justice of what they are doing, that they are protecting and promoting the legacy that they plan to bestow upon their children and grandchildren. Inevitably, all will join the ranks of those we honor today—some too soon—and so we pray also that their mission justifies the sacrifice we ask of them.

Across our nation are thousands of memorials, some massive works of marble and granite, others simple markers on single graves, each a tribute to lives lost to our nation. They are all attempts by the living to express thanks and the hope that we remain worthy of the sacrifices of those we honor. They are also reminders that the future will demand more markers, for threats have not subsided, war is not yet abolished and freedom isn't free. □

GEN Frederick J. Kroesen, USA Ret., formerly served as Vice Chief of Staff of the U.S. Army and commander in chief of U.S. Army Europe. He is a senior fellow of AUSA's Institute of Land Warfare.

Requiem for a Sergeant

By COL Rich Hooker

Recently I learned that SGT Andrew McConnell was killed fighting in southern Afghanistan in September. I didn't know Andrew, or his family, but I know that his father is a graduate of the U.S. Military Academy at West Point and is still serving. Anguished friends e-mailed me, asking for confirmation, details and perhaps a small measure of comfort. There's not much we can offer each other except, perhaps—in the midst of our grief—a fierce pride that goes with service to our country. I'm well aware that, to some, that may sound trite or cloying. This is why I'm writing.

Samuel Johnson once said, "Every man thinks meanly of himself for not having been a soldier …" He meant that while most people have no interest in military service, they nevertheless feel a pang of guilt when contemplating those who do. That may explain, at least in part, the strange uneasiness many Americans seem to feel about soldiers. A general aversion to the military is often identified with liberal bias, but it's more than that. The soldiers I've led for almost 30 years were among America's very best young people, but, for the most part, they were not the children of wealthy businessmen, doctors and lawyers, or college professors and politicians. The officers I've served with did not go to Ivy League universities. Our generals and admirals are at the top of their profession, but you will not find them on the Washington cocktail circuit or at summer gatherings in the Hamptons. In America today, military service has heavy class overtones. That should worry all Americans.

The military's notion of selfless ser-

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vice in war and peace—not to a particular administration or point of view, but to the nation and to society—is not posturing or flag waving. It is the bedrock underlying all military service, and it often exacts a fearful price. It is largely and increasingly confined, however, to a narrow slice of America's demographics that bears the cruel cost of persistent and seemingly unending conflict. That cost falls even more heavily on military families such as the McConnells, who serve across generations. Though intellectuals sometimes complain about a military "caste," these service families are the glue and the granite of American military power around the world. They serve an idea and an ideal—that the nation matters more than the individual, that our laws and our Constitution are worth sacrifice, and that America's greatness must come at a cost.

I write this from Afghanistan. Before I left the United States, I shared a beer with my father, a veteran of three tours in Vietnam. My son Christopher, a paratrooper in the 173rd Airborne Brigade, is here with me, fighting in Wardak Province. I am proud of our service, but we are in no way unique in this Army or in this war.

On the contrary, we are surrounded by families of warriors. My commanding general is the son of an Army first sergeant, and his son-in-law is today fighting in Iraq; his boss, a three-star, has a son and daughter in uniform. Our theater commander, a four-star, has a brother who is a career Army officer—and his four-star boss has a son in the Infantry. In fact, more than 130 Army generals have children in the service (many of them enlisted), some of whom have been killed in action or badly wounded. The children of our senior enlisted leaders serve as well. (The command sergeant major of the 173rd Airborne lost his son in Afghanistan last year.) America should know that its military, like no other institution or part of society, has real skin in this game. We give all we have to give, and then we send our kids.

So the next time you watch CNN and think Afghanistan is too hard, think again. Think about an America inexorably weakened because, deep down, too many Americans think everything is too hard and that nothing is worthy of sacrifice. A foreign policy that is built on somebody else's pain and sacrifice cannot endure or prevail. Out here, America is kept safe by young men and women who really do believe that ideals matter—and that America's greatness is worth the risk. They cannot do this alone.

I won't presume to speak for SGT McConnell or his grieving parents. I wish I'd known him. I've been privileged to know hundreds like him, however, and I honor their courage and that of their parents, who have given America literally all they have. Better than any, they know the great truth. They know the price that must be paid to keep America safe, free and great.

Do not forget them. A nation that forgets its heroes will not itself be long remembered. □

COL Rich Hooker *serves with the 82nd Airborne Division in Afghanistan.* *For further reflections by COL Hooker, see page 88.*

Matching Ends and Means

By LTG James M. Dubik
U.S. Army retired

AUSA has consistently emphasized that the Army is too small and that far too much is expected of it. The author provides an assessment of the risks our nation takes by ignoring this fact.

In past wars, the United States grew its military forces according to strategic objectives, the enemy we fought, the geographic scope of the war and our nation's fiscal situation. It seems that we have not followed this pattern in our current war against terrorism, which is literally global in scope and includes two major combat theaters. After nearly a decade of continuous operations, America's Army has grown only by about 15 percent. The active duty end strength of the Army in October 2001 was a little more than 481,000; as of October 2009, it was about 556,000. Empirical indicators such as recruiting and retention statistics do not describe the whole picture and can create a false sense that "all is OK."

Initially, many believed that the wars in Iraq and Afghanistan would be short, or that they could be won with a small number of ground forces. Then the path of incremental growth seemed to be governed by a new belief: Requirements would soon be reduced, so by the time we grew the force, it wouldn't be needed. Some also postulated that it made little sense to expand the Army, for we could just rotate active, Guard and Reserve units for the few years necessary. Then, when it seemed that the war was going to last longer than expected, the Army "grew" more brigades by combining modular reorganization with a moderate end-strength increase. While this expansion was occurring, however, many soldiers and leaders were already serving their second and third combat tours—at a rate of about 12 to 15 months in combat for every nine to 12 months home, some even faster. Over the last few years, the moderate growth has extended the average time between combat rotations from nine to 12 to 14 to 15 months, and the coming incremental increase could change the average to 17 to 18 months.

A decade of such incremental decision making has had a cumulative and negative effect. Rightfully, in 2007 we increased our commitment in Iraq. Now, as we draw down in the Iraq theater of operations, we increase in the Afghan theater—another correct decision that, with the change in strategy, has reversed underresourcing in the Afghan theater and increased the

probability of success. Now we also face at least the potential of a renegotiated position with Iraq requiring the presence of some U.S. forces past 2011, the final drawdown date. Al Qaeda and its affiliates are already seeking out other theaters in which to operate (witness Yemen).

Some might project a time when fewer forces will be needed in the Afghan theater and, therefore, predict an even better operational employment rate. But such projections and predictions ought to be considered carefully. Similar projections made during the early years in Iraq were inaccurate. Creating better conditions in Iraq and Afghanistan does not necessarily lead to the conclusion that the United States will need fewer ground forces. The enemy's decisions count at least as much as ours, and, in war, actual events rarely work out as well as anticipated. Furthermore, the recently published Quadrennial Defense Review describes more ground force requirements, not fewer.

The best army on the face of the Earth is at risk.

Unfortunately, this risk is more easily seen after reaching a breaking point. The last time we reached a breaking point in our Army was in the latter years of the Vietnam War. Years of this protracted war, and other societal factors, created an Army with increasingly low enlistment standards; racial tensions; drug and alcohol abuse; a degraded quality of officer and NCO leadership; bad training and discipline habits; and an erosion of trust between the generations of officers. The net result was not impressive.

The fault lines within the Army have been emerging recently: increased suicide, domestic violence and divorce rates; reduced attendance at NCO developmental schools; declinations of command and too few combat arms officers in senior service colleges; imbalances in some officer year groups and branches; expansive undermanning of staffs in some major commands and insufficient trainers in the Army's Training and Doctrine Command; an overreliance on contractors—to name a few. To be sure, today's Army has yet to reach the low ebb of the 1970s, but the trajectory is not good. The fault lines are clearer now than they were just a couple of years ago.

Repetitive tours cause cumulative stress on soldiers, leaders, spouses, children and extended families—and on the institution of the Army, as well. Fortunately, the breadth of activity in this area indicates a set of senior leaders dedicated to do all that they can; the stress on the force is not due to any lack of attention.

Rather, the increased stress and its associated risk of approaching a breaking point is the manifestation of a simple truth: Too much is being asked of too few. No stress-reduction program can change the elemental fact that our ends and means are too far out of balance. This is a protracted war that we must win. We ought not to confuse optimistic projections with facts: Winning is not yet in sight, and the Army is too small.



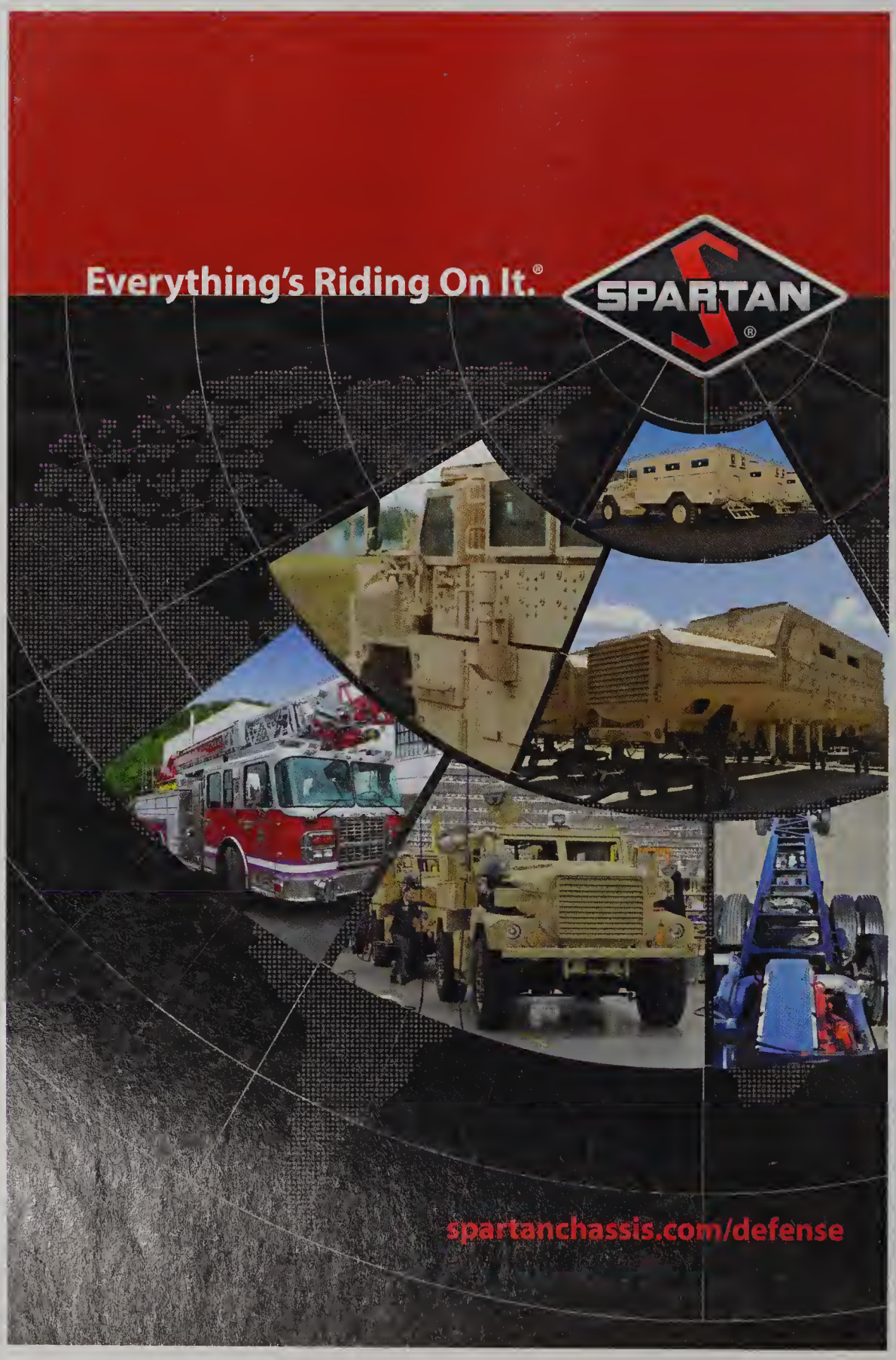
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No one doubts that the soldiers, leaders and families of our Army will continue to do their duty. Today's Army has seen at least as much continuous combat as its predecessors and, by some accounts, more. I do not question the strength and quality of our Army and its families—we are lucky to have this Army—rather, I raise one of the most fundamental questions of national strategy: Have we mobilized the political, economic, diplomatic, psychological and military resources necessary to achieve the aims and goals of our war policy?

Of course, this is a question that should be answered before going to war. War is a chameleon, after all. Often calculations made at the start of a war must be remade. What was unclear at the beginning becomes very clear as a war unfolds. Think of our own Civil War. Initially, President Abraham Lincoln's administration thought that the war would be short; hence many initial enlistments were for 90 days. Once our national leaders came to understand the realities of war, many policies changed, not least the elimination of the 90-day enlistment contract. We are at that point now. Reality is speaking to us.

Unfortunately, America's economic and fiscal position is not as strong now as it was at the beginning of the war on terrorism. Our national leaders—in both the executive and legislative branches—have a tough challenge: win the war without breaking either the Army or the U.S. economy. All three of these "cards" have to be on the table: Everyone realizes that the security of our nation ultimately rests upon the strength of our economy. Most realize that success in Iraq, Afghanistan, and in the larger war against al Qaeda and its affiliates is in our national security interest. While things are better in Iraq, most understand that the war is not over and our continued commitment is needed to ensure that our sacrifices will not have been made in vain. Our interests will not be served, however, if we break the Army to achieve success. The current Quadrennial Defense Review does not describe a world benign enough to wait a decade as we rebuild. It's time to go beyond incremental increases in the size of our ground forces and rebalance our means with our ends. □

LTG James M. Dubik, USA Ret., is a former commander of Multi-National Security Transition Command-Iraq and a senior fellow of AUSA's Institute of Land Warfare.



Correction

On page 44 of the April issue, in GEN Campbell's article, "Cementing Change—Institutionalizing ARFORGEN," the sentence "This force package includes approximately 170,000 soldiers, of which 60,000 are Army Reserve" should read "... of which 60,000 are reserve components." To read the article in its entirety, please visit the ARMY Magazine archive at http://www.ausa.org.

Bringing Stability to Southern Sudan: Views From One NCO

By MSG William B. Bertelson

As part of the U.S. government's effort to foster stability in Sudan, in October 2008, the Department of State (DoS) asked U.S. Africa Command (USAFRICOM) for assistance with establishing a noncommissioned officer's academy for the Sudanese People's Liberation Army (SPLA). The resulting process of developing the program of instruction, preparing lesson plans, establishing the facilities and training the academy headquarters staff provided important lessons that may be applied to future security force assistance efforts elsewhere.

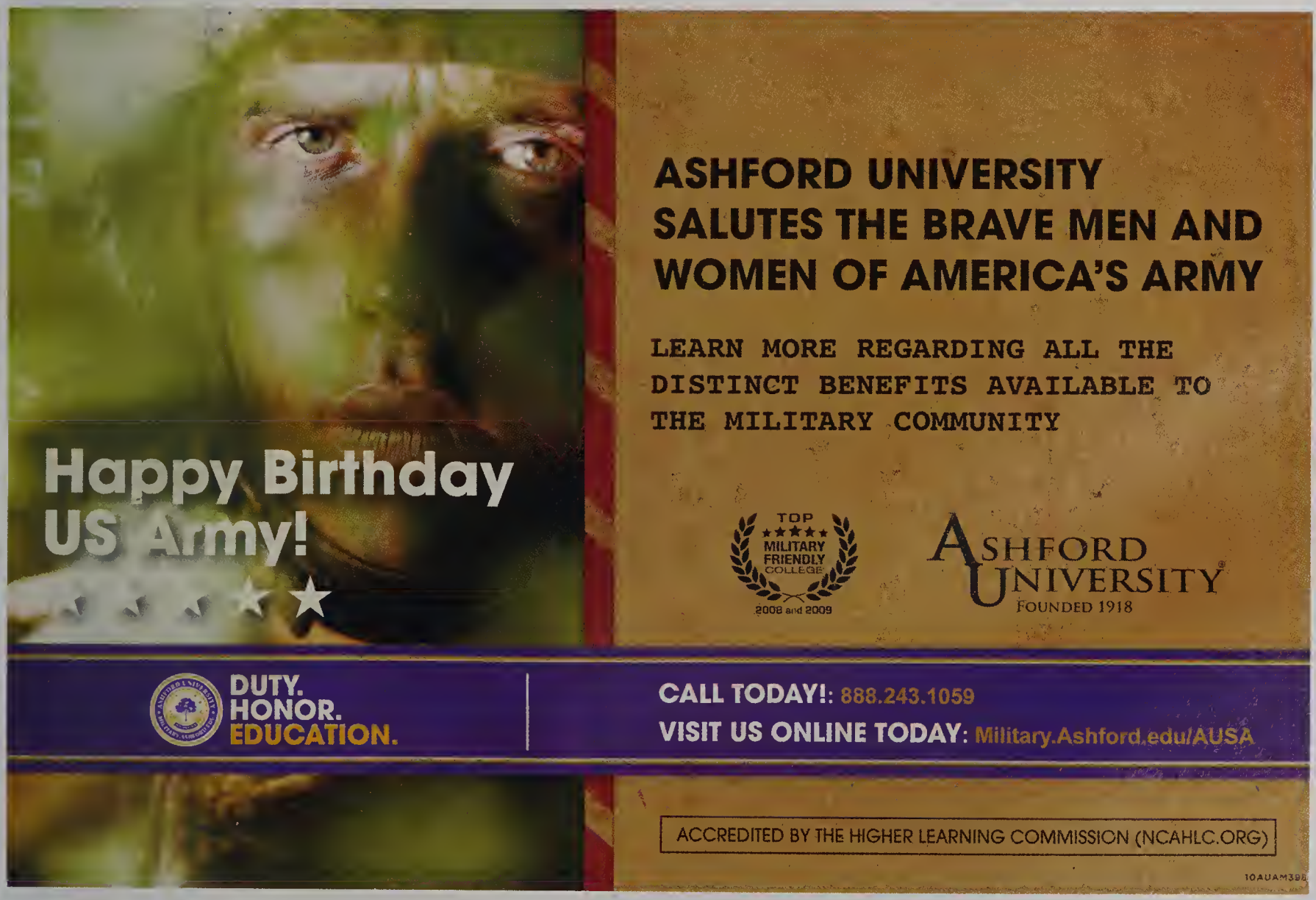
USAFRICOM assigned lead responsibility for the NCO academy to me, a U.S. Army civil affairs master sergeant with 18 years of service. As a veteran of three similar missions on the African continent and one civil affairs mission supporting Operation Iraqi Freedom, I saw common difficulties arising among U.S. personnel and forces to be trained, regardless of their experience levels.

Personal experiences on my recent mission in Sudan stressed a need for soldiers to know both the mission and the social/cultural perspectives of the various ethnic groups with which they are working. U.S. officials and military personnel must remember that both language and cultural sensitivity are key factors in developing relationships within host countries. These relationships are the foundation for the types of activities in which we have been participating. In addition, our approach to security sector reform/transformation has been too narrowly focused; we must address all levels of training to achieve our goals.

Background on Sudan

Although Sudan has had a lengthy history of violence, the seeds of its current instability were sown under Anglo-Egyptian rule from the late-19th through mid-20th centuries. The British followed a "divide-and-rule" policy that reinforced long-standing separation between the Muslim North and the Christian/animist South. In 1946, however, the British administratively unified Sudan as a single colony without consulting the Southern Sudanese. Independence in the 1950s led to conflict as the North took steps to dominate the South. Two lengthy and devastating civil wars followed: the first from 1955 to 1972, and the second, 11 years later, from 1983 until the signing of the Comprehensive Peace Agreement (CPA) in January 2005.

Among its provisions, the CPA provided for the South to have self-rule for



six years, from 2005 through 2011, followed by a referendum on secession, equal sharing of oil revenues, employment splits and the form self-governance would take. The referendum would also determine if the forces of the North—the Sudanese Armed Forces—and the SPLA would merge into a single force, or if they would be the official militaries of separate North and South Sudans, respectively.

U.S. policymakers determined that an important factor in ensuring compliance with the CPA and a stable Sudan was the transformation of the SPLA into an effective security force. Thus President George W. Bush issued Presidential Determination No. 2006-22 of August 28, 2006, authorizing a security sector transformation program including activities with the SPLA.

Planning the Effort

In October 2008, USAFRICOM developed two programs of instruction (POI) and carefully selected one to be presented to the U.S. Department of State, the Government of Southern Sudan (GOSS) and the SPLA. The POIs marked the beginning of an effort to establish a responsible and professional NCO corps within the SPLA. The selected POI was a six-week program that resembled the U.S. Army's Primary Noncommissioned Officer Course from the mid-to-late 1970s, and emphasized field leadership and instructor-qualification training. This course was chosen based on the program's ability to fulfill the needs and desires of the SPLA: quality leadership training for NCOs and sustainability after the departure of the U.S. government-provided instructors. In early 2009, the SPLA requested through the DoS that USAFRICOM provide an NCO to assist the SPLA in supervising the inaugural class to be conducted by DoS-contracted instructors. The instructors were mainly former NCOs from the United Kingdom, who could capitalize on SPLA familiarity with British doctrine and terminology; in addition, it was relatively easy for British citizens to obtain the necessary visas.

After a lengthy delay waiting for visa approval, I arrived in Juba, the provincial capital of Southern Sudan, and began meeting with officials from the SPLA. Living arrangements had to be confirmed prior to movement to the Mapel Training Center (MTC). This further delayed interaction with the MTC staff and prompted movement of the MTC leadership to the SPLA interim garrison headquarters in order to facilitate the gathering of much-needed information regarding the MTC's current status. This initial interaction confirmed that the primary goal of establishing the NCO academy with SPLA instructors would be vital to the success of the academy and the teaching of skills to future students.

Issues of Language, Culture and Approach

Without question, my greatest initial challenge was becoming conscious of how best to communicate with my partners. Although the Interim Constitution of Southern Sudan states that the official language of the GOSS is English, the primary language spoken by the majority of Southern Sudanese was either a dialect of Arabic or a native tribal language. Although the MTC leadership had respectable English skills, I had to choose my words deliberately to prevent confusion. Sometimes the multiple meanings of some English words created misunderstandings. A good example was the word *execute*, which I used as "implementing or carrying out a task." In southern Sudan, this word was understood to mean "to kill a prisoner," and applying it to tasks was confusing; I was careful to use *implement* instead. I also encountered military phrases that simply did not translate well into Arabic, such as *standing up* a unit—our way of saying we are establishing a new unit. By being conscious of these misinterpretations and the use of our military terms, I was able to make more appropriate word choices and more clearly convey my message.

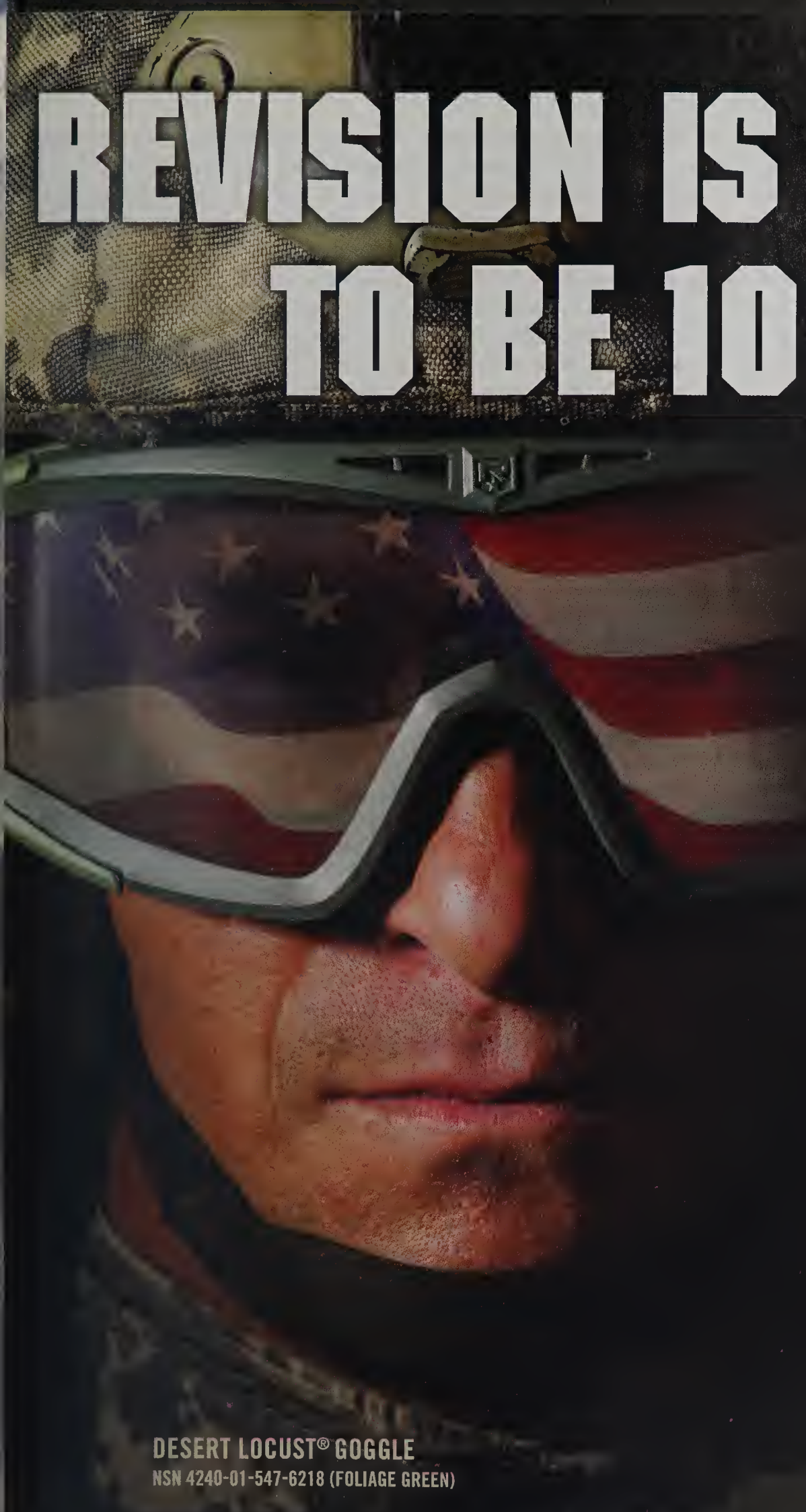
This issue was significant, as it also affected POI development. The graduates of the inaugural course were to become the SPLA's first "organic" NCO academy instructors. Thus their comprehension of the entire course was crucial. An essential first step was to vet these students for English-language skills. With that completed, I found it was still necessary to employ translators. The SPLA provided six junior officers who had been tested by the U.S. Consulate staff for attendance in the International Military Education and Training Program. The integration of these officers proved invaluable and allowed the NCOs to clearly comprehend the information being presented. At the end of the inaugural course, 51 of the initial 66 students were selected to become the SPLA's first NCO leadership course cadre.

Additional observations during my trip indicated the need for every individual not only to know the mission, but also to have cultural awareness of the various groups involved. Without knowledge of the differing groups, U.S. soldiers risk assuming that the partner-nation acts as a unified whole, when often internal barriers to communication and cooperation exist.

Southern Sudan consists of more than 200 ethnic groups, and the SPLA reflected that diversity. The SPLA was also divided among those committed to animistic beliefs, denominations of Christianity, and combinations of Christianity and animism. These differences made for great conversation and allowed me to understand some particular behaviors I had noticed. For example, many SPLA soldiers had an aversion to drinking water throughout the day as their culture saw this as a sign of weakness. This understanding made it apparent that to prevent heat injuries, I needed to require that all students drink a specified volume of water during breaks to avoid the possibility that some individuals might be viewed as weaker than others. These mixed-group sessions also provided much-needed interaction between the various cultures that was beneficial in team-building efforts.

Although ethnic and religious differences proved to be cultural issues that needed to be accommodated, they affected the course far less than the military culture of the SPLA, which has a

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class system of servitude embedded in the rank structure. As in many militaries around the world, subordinate ranks are viewed as existing to serve the senior ranks, rather than the superiors existing to provide the subordinates with necessities and direction. Being in a training center added the additional dynamic of the class system—participants traversed the staff-student boundary as well as the officer-enlisted boundary. This affected the soldiers' morale and, in many cases, their academic progress. As a result of the caste system, students were often forced to skip class to carry water when the staff failed to ensure that the water-storage tanks were filled, carry staff correspondence several miles and back, and polish the superiors' boots. (These are just a few examples.) Although quickly identified and addressed, the issue took the better part of six weeks to rectify. Only through direct observation of the students' improvement and increasing initiative did the staff realize that their support directly affected the soldiers. By graduation day, the staff had all but ceased pulling students from class and had begun to reliably provide necessities (food, shelter and health care). Students were being trained, and the staff had begun exemplifying the phrase from the U.S. Army's NCO Creed: "My two basic responsibilities will always be uppermost in my mind—accomplishment of my mission and the welfare of my soldiers."

The last point to emphasize is the need to balance top-down and bottom-up approaches in security sector transformation. I have noted the tendency for states to drive change from the top down. While the top-down approach was effective in some ways in Sudan, on its own it was inefficient and did not produce lasting results. I have observed that including a bottom-up approach allowed those working from both ends of the spectrum to meet in the middle. That, too, was inefficient, however, because two key demographics—the junior officers and senior enlisted soldiers—were left without the education required to make the changes institutional. This void was highlighted when a student asked me what they, the NCOs, should do when they return to their units and the officers would not allow them to practice their new skills. This message was passed to the U.S. Consulate, and dialogue to design both a senior NCO course and a basic officer's course intensified.

My departure from the MTC and Sudan did not mark the end of the SPLA's transformation into a more professional security force; it was the beginning of the next phase in training. NCOs from the Combined Joint Task Force-Horn of Africa were arriving to jointly mentor the NCO academy cadre with the DoS-contracted instructors and to ultimately assume responsibility of the NCO academy mentorship program.

Three key "take-aways" stand out. In a perfect world, a military linguist—or personnel fluent in the local language(s)—would be present to assist with the interaction between host-nation and U.S. personnel. This is rarely practical, so soldiers must exercise alternative methods of communicating. Learning some of the local languages is highly useful, but requires significant patience and understanding. Similarly, developing an understanding of the culture(s) of the many people involved creates a better understanding of the things they do. This understanding will aid in implementing agreed-upon changes. Finally, it is imperative to have a holistic approach to secure the stability that will bring peace throughout the states and regions we are assisting. If we do not work at all levels inside an organization and across the full spectrum of government activities and initiatives, the resulting imbalance could potentially cause more harm than good. □

MSG William B. Bertelson *is the first NCO member of the U.S. Africa Command Commander's Action Group. His military service includes tours in Korea and Germany, which included deployments to Sudan in 2009. He has served in multiple locations in the United States from which he has deployed to Saudi Arabia, Djibouti, Ethiopia, and twice each to Iraq and Niger.*

* * *

The views presented in this article reflect the opinion of the author alone and should not be interpreted as the opinion of the U.S. government, the Department of Defense, or any service branch or command.

Paying the Ironic Price of Military Self-Restraint

By Richard Hart Sinnreich

An op-ed in a recent *New York Times* entitled "Empty Skies Over Afghanistan," revisiting an issue about which this column has commented before, has prompted widespread discussion and debate in the defense blogosphere.

Writer Lara Dadkhah, a self-described civilian defense consultant, begins her article with a blunt assertion: "The Taliban have found a way to beat American airpower. And they have managed this remarkable feat with American help."

What Dadkhah is talking about, of course, is the effect of the stringent rules of engagement imposed last year by NATO's leadership in Afghanistan on the close air support of coalition ground forces, effects that have become starkly visible in the current battle to reclaim Helmand Province from the Taliban, who virtually have owned it for the past several years.

According to Dadkhah, while U.S. strength in Afghanistan has more than doubled since 2008, close air support sorties have increased by less than 30 percent, while the percentage resulting in delivery of lethal ordnance actually has declined.

The reason isn't hard to find. "Troops in contact with the enemy are calling for air support less often than before …"

she claims, "and when they do call for air strikes, their requests are more frequently being denied."

The reason for those denials, of course, is to avoid inflicting civilian casualties, denying the Taliban fodder for propaganda and, presumably, increasing the Afghan population's willingness to oppose the Taliban. The problem, Dadkhah insists, is that little evidence confirms that any of those objectives is being achieved.

According to the U.N.'s mission in Afghanistan, she reports, "civilian deaths caused by Western and Afghan government forces decreased to 596 in 2009, from 828 the year before. But the overall number of civilian deaths in the country increased by 14 percent, to 2,412, and the number killed by Taliban troops and other insurgents rose by 41 percent.

"For Afghan civilians who are dying in greater numbers," she points out, "the fact that fewer deaths are caused by pro-government forces is cold comfort."

Meanwhile, news reports from Afghanistan increasingly cite NATO troops' frustration at their inability to target Taliban fighters who, having evaded death or injury by shielding themselves in and among noncombatants, are thereby freed to resume inflicting casualties on the very soldiers who spared them.

Perhaps the most egregious case occurred last September, when five U.S. and nine Afghan soldiers died in a Taliban ambush in the Ganjgal valley near the border with Pakistan. Despite the availability of both air and artillery support, the ambushed unit's requests for such support repeatedly were denied.

An after-action investigation concluded that the failure to satisfy those requests reflected command and staff errors for which several of those involved subsequently were disciplined, rather than overzealous enforcement of the rules of engagement. But it's hard to believe that the latter played no part whatever in generating the hesitation behind those errors.

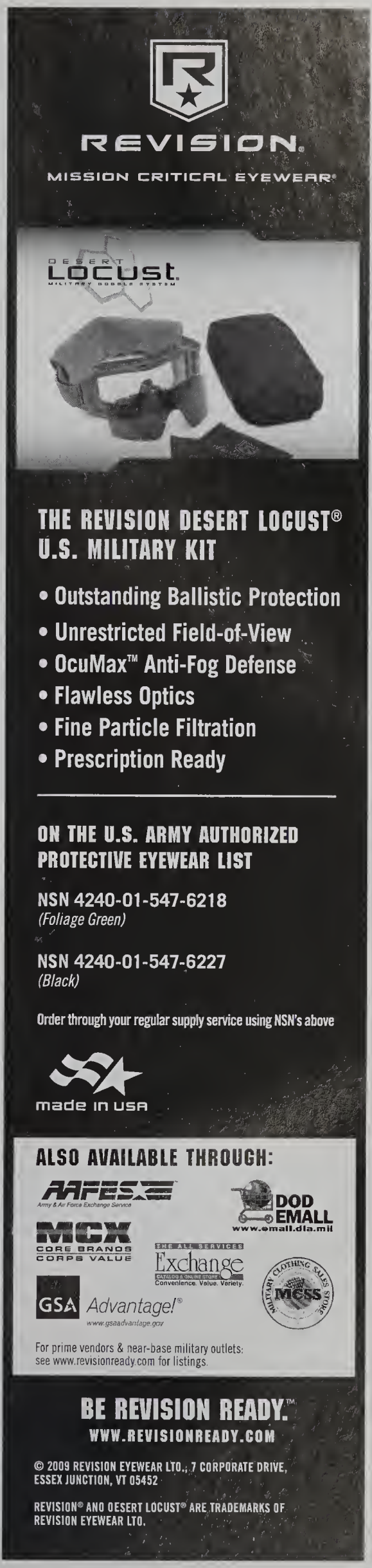
In February, the death of 12 civilians in a U.S. rocket strike on a compound in Marja from which marines repeatedly had been taking fire prompted an apology from the theater commander and the outright suspension from use—since lifted—of the weapon system in question. Subsequent investigation by Afghan authorities determined that only nine of the fatalities were noncombatants. The other three were insurgents who had forced their way into the compound and were using it as a fighting position.

It's hard to know where to come down on all this. Years ago, in a column reacting to overheated criticism of U.S. air strikes on Iraqi troops fleeing Kuwait City on what became known as the "Highway of Death" during the first Gulf War, I pointed out that trying to apply such domestic law-enforcement notions as proportionality and self-restraint to the battlefield was a prescription for self-defeat.

Of course, that argument reflected an event in a so-called conventional war, in which the identity and legitimacy of the targets themselves weren't in much doubt. There's no question that both qualities are much harder to ascertain in fights like today's against irregular insurgents who shun uniforms and deliberately shield themselves among noncombatants. Nor is there much doubt that indiscriminate killing is unlikely to win many Afghan hearts and minds (although it seems thus far to have had considerably less impact on the Taliban's popular appeal than on our own or that of our Afghan allies).

That acknowledged, it remains tragically ironic that U.S. troops find themselves largely denied the benefit of weapons in which untold billions of dollars have been invested, weapons on which American technical inventiveness has labored precisely to enhance our battlefield advantage and the survival of our military personnel at risk. □

Richard Hart Sinnreich writes regularly for The Lawton *(Okla.)* Sunday Constitution. *This article originally appeared in the February 21, 2010* Lawton Constitution *and is reprinted by permission of the author.*





U.S. Army/Nikia Simon

Retired Air Force MSG Earl Dornberger and his wife, Carol, use the telephonic automated refill prescription system at Fort Riley, Kan.

SGT Bethany Smith, a medic with 1st Brigade, 82nd Airborne Division (Advise and Assist Brigade), examines a boy with cold symptoms in a one-day medical clinic in the village of Al Uwesat, Iraq, in February.

U.S. Army/SPC [illegible] MacLeod

SUPPORTING FAMILY

By LTG Eric B. Schoomaker



U.S. Army/Philip A. Jones

CPT Yvena Joseph (left) checks a newborn's pulse while MAJ Jeannette Gonzalez (center) and CPT Anna Mena record its weight and measurement in the neonatal intensive care unit at Landstuhl Regional Medical Center, Germany.

During my graduate and medical school years, I provided genetic counseling to prospective parents. Some 3 to 5 percent of live births result in some form of congenital anomaly. While I was dismayed by those cases and their effects on the families involved, I was often in wonderment that a process as complex as the conception, development and birth of a human being results in a healthy child 95 to 97 percent of the time.

I have similar thoughts now as the leader of Army Medicine. While we have borne our share of real crises and even tragedies, every day our soldiers and their families are protected from injuries, illnesses and combat wounds; receive state-of-the-art treatment when prevention fails; and are supported by extraordinarily talented people. I contrast the few instances when improvements need to be made or errors have occurred with all those areas that work well.

This success is largely due to tough decisions made by past leaders who gave us a talented, well-organized, adaptive and highly professional Army medicine system firmly grounded in the Army Values. The resolve of those former leaders to make difficult choices inspires today's medical leaders to do the same.

One thing we owe to previous leaders is the balanced scorecard (BSC) that we use as a strategic management framework, which was initiated by LTG James B. Peake, U.S. Army retired, when he was The Surgeon General of the Army in 2001.

The foundation and main driver of our BSC is Army medicine's mission and vision:

- To promote, sustain and enhance soldier health.
- To train, develop and equip a medical force that supports full spectrum operations.
- To deliver state-of-the-art health services to our warriors and military family to optimize outcomes.



SPC David Troxell (rear) helps SGT John Miller complete a Warrior Administered Retrospective Casualty Assessment Tool, a computer-based clinical interview that records significant injuries sustained during deployment.

U.S. Army/Roger G. Meyer

We then measure and improve our strategic performance across four defining organizational perspectives: patient/customer/stakeholder (ends), internal processes (ways), learning and growth (means), and resources (means). Within each perspective are strategic objectives, supported by measures, targets and supporting initiatives to resolve performance gaps.

When the unremitting demands of tactical events and crisis management seem to overwhelm larger operational-strategic issues, I have been relieved to find that our BSC has allowed us to remain strategically focused. This is because we have learned the lessons of following through on plans and commitments.

We made some critical reengineering and reorganization decisions in 2009. Regional medical commands (RMC) and regional dental commands are being realigned and consolidated so that there will be three in the continental United States, aligned with the TRICARE regions. Each RMC will have a deputy for readiness in support of Army force generation (ARFORGEN). We also have a provisional public health command assuming some of the responsibilities of the U.S. Army Center for Health Promotion and Preventive Medicine and U.S. Army Veterinary Command. Preventive medicine and veterinary missions on installations will be realigned to medical treatment facilities, so installations will have a single accountable agent for public health and medical treatment.

As we seek to maximize value in health services, we have resisted simply inventing a new process, inserting a new diagnostic test or therapeutic option, or adding more layers of management and bureaucracy. We are truly adding value to the products we deliver, the care we provide and the training of our people.

This requires focusing on the clinical outcome while maintaining—or even reducing—the overall resource expenditure needed. Success has come via thorough adoption of evidence-based practices and reducing unwarranted practice variation—even unwarranted administrative practice variation for the nonclinical elements of our work.

We use nationally accepted quality measures to compare our medical practices with standards applied across the spectrum of health care in the United States, and Army Medicine compares quite well.

As the federal government struggles to improve health-care outcomes while stabilizing or reducing the costs of our national system of care, we in Army Medicine must keep the goal of maximizing value in our crosshairs.

With support from the top Army leadership, we have undertaken a major initiative to provide timely access and optimize continuity of care. We are hiring more health-care providers; examining TRICARE Prime enrollments to ensure that medical treatment facilities do not enroll more beneficiaries than they can care for within access standards; and educating medical personnel and beneficiaries about access policies and standards.

Our goal is to have our patients see the right health-care provider—a physician, nurse practitioner or physician assistant—at the right time, in the right place for the patient.

One important step is the addition of a number of primary-care clinics located in communities near installations. In partnership with the TRICARE network and our sister-service medical services, we want to ensure that patients' doctors are nearby, providing continuity and convenience with the Army seal of quality that families can trust.

The partnership between and among the medical and line leadership has resulted in a dynamic reconfiguration of the medical formations and tactics, techniques, and procedures required to support the deployed Army. Army Medicine has never missed a troop movement, even following the loss of medics during the October Fort Hood, Texas, shootings. We never lose sight of the need to, first and foremost, make a difference on the battlefield.

This will not change—it will even intensify in 2010 as the complexity of the missions in Afghanistan increases. This is occurring even as the ongoing withdrawal of forces from Iraq puts more pressure on those medics continuing to provide force health protection and care as part of Operation Iraqi Freedom.

Success depends on our team. Today that is a larger, more inclusive joint medical team; an adaptive and respon-

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LTG Eric B. Schoomaker assumed command of U.S. Army Medical Command and became The Surgeon General of the Army in December 2007. He previously served as the commander of Walter Reed Army Medical Center and the North Atlantic Regional Medical Command.

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U.S. Army/SGT Alun Thomas

CPT Tram Truong checks the heartbeat of SPC Kevin Roberts during a routine physical examination at Camp Taji, Iraq.

sive interagency team; an effective coalition team; and a military-civilian/academic-operational team. We have been increasingly more deliberate and disciplined in how we form and sustain these critical partnerships.

Effective joint, interagency and coalition team building has been a serious challenge for some time now. We are nearing September 15, 2011, the deadline for the 2005 Base Realignment and Closure, and we are making great progress, especially in the major joint realignments of Walter Reed Army Medical Center into Walter Reed National Military Medical Center in Bethesda, Md.; the new Fort Belvoir, Va., Community Hospital; and Brooke Army Medical Center into the San Antonio Military Medical Center in Texas.

As we seek the benefits of advancing knowledge and innovation, one of our challenges is to balance this with the efficiencies that accompany standardization. The essence of knowledge management is disciplining innovative measures so as to harvest best practices, subject them to validation at other sites and ensure that they proliferate rapidly in a standard fashion.

Standardization efforts include:

- The U.S. Army Medical Command (MEDCOM) Armed Forces Health Longitudinal Technology Application provider satisfaction initiative to improve the use of computerized medical records.
- The virtual behavioral-health pilot program being conducted at Schofield Barracks, Hawaii, and Fort Richardson, Alaska.
- The confidential alcohol treatment and education pilot.
- The standardized—and now automated—comprehensive transition plan for warriors in transition in warrior transition units and community-based warrior transition units.
- Our standardized events-driven identification and management of mild traumatic brain injury/concussion on the battlefield coupled with early diagnosis and treatment of post-traumatic stress reactions/acute stress reactions.
- A standardized program to "build trust in Army Medicine" through hospitality and customer service.
- Standardized support of our Army engaged in the process of ARFORGEN, including but not restricted to preparation for combat medics and medical units; readiness processing of deploying units; ensuring full medical readiness of the force; restoration of dental and behavioral health upon redeployment; support of the total Army family while soldiers are deployed; and provision of health care for mobilized and demobilizing reserve component soldiers and families.

Even the remarkably agile response to the behavioral-health needs at Fort Hood following the shootings was conducted in a very deliberate and effective fashion that emphasized unity of command and control, alignment of all efforts, and marshalling resources to execute a well-crafted and even exportable plan.

We have adopted a formal plan to align the messages we communicate, all tied to Army goals and the Army Medical Department (AMEDD) BSC. The AMEDD strategic communications directorate draws together such diverse groups as the Office, Chief of Legislative Liaison; AMEDD Public Affairs; the Office of Medical History; the Borden Institute; and the AMEDD Regiment to ensure alignment of our key messages; to better understand and use social media; and to expedite communication and learning.

We know from examples such as the Joint Theater Trauma System and the performance-based budget model that we can move best practices and newly found evidence-based approaches into common or widespread use if we coordinate our efforts and promote transparency of data and information and the knowledge that derives from it.

We have begun a formal process led by COL Randy Randolph, U.S. Army retired, to move the best ideas in both clinical and nonclinical areas into standard practices throughout MEDCOM in a timely way. This will be achieved through a process to identify, validate and disperse best practices. Our aim is to be more agile and adaptive.

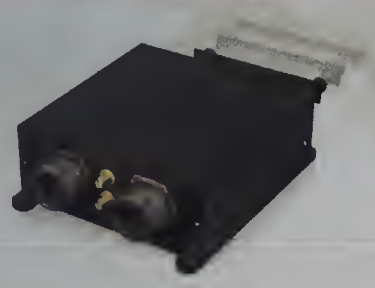
We have weathered some serious challenges to trust in Army Medicine. Overall, our complex operations are remarkably successful. Along with the talented team of uniformed and civilian professionals who provide the services of Army Medicine, we remain dedicated to the support of the Army and the nation. ★



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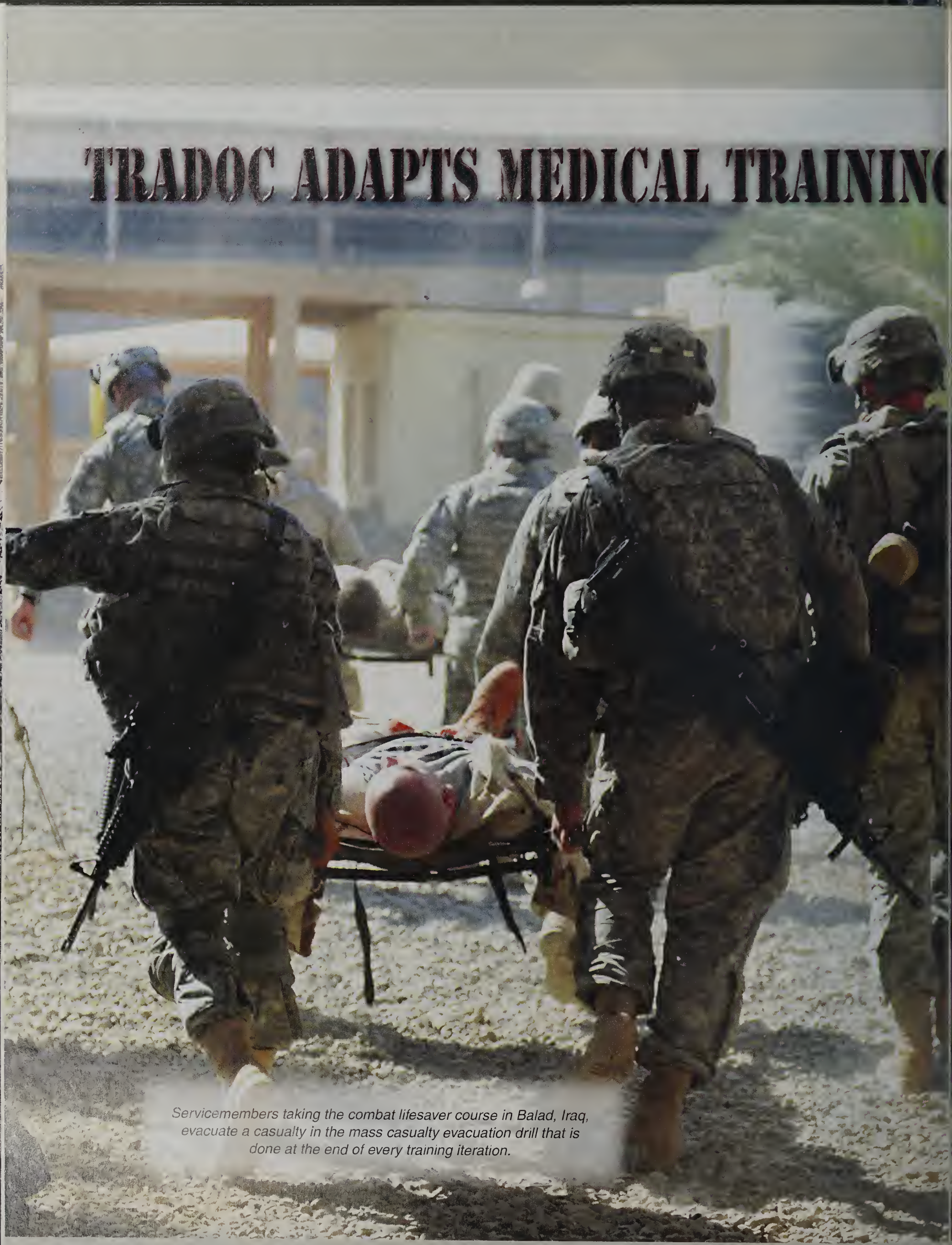
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TRADOC ADAPTS MEDICAL TRAINING



Servicemembers taking the combat lifesaver course in Balad, Iraq, evacuate a casualty in the mass casualty evacuation drill that is done at the end of every training iteration.

U.S. Army/SPC Lisa A. Pop

TO MATCH COMBAT REALITIES



U.S. Army



U.S. Army/SPC Lisa A. Pope

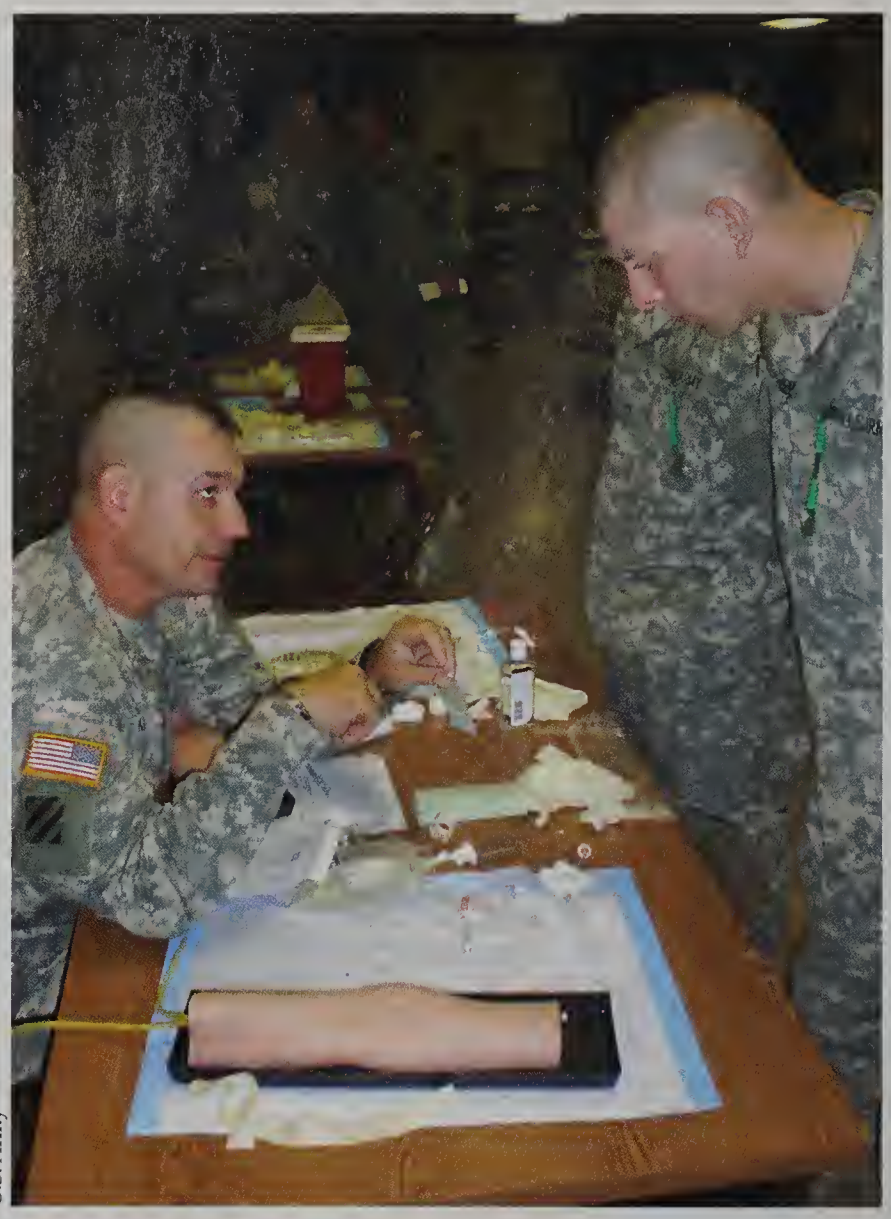
By Scott R. Gourley

As noted by LTG Mark Hertling, deputy commanding general, Initial Military Training, U.S. Army Training and Doctrine Command, in the March issue of ARMY, the medical community is revising the Army's tactical combat casualty care (TC3) training based on extensive combat experience, adapting many of the most critical tasks involving hemorrhage and traumatic battlefield injuries.

"TC3 is a field that originated in a lot of units—particularly the Rangers and Special Forces, but also in conventional line units—where the medics and surgeons, going back as far as the conflict in Somalia, were noting 'lessons learned' in the way that we first responded to casualties, prior to when they reached a fixed medical facility," explained TRADOC surgeon COL Karen O'Brien, Medical Corps. "If you think about the way you respond to trauma on the battlefield compared to the way you would do it beside an American highway, it's quite different. There are tactical considerations that don't

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Above, 1LT Eliza Wick, battalion personnel officer for Headquarters and Headquarters Company, 82nd Brigade Support Battalion, 3rd Brigade Combat Team, 82nd Airborne Division, puts a tourniquet on the leg of PVT Matthew Wright during practical combat exercises at the tactical combat casualty care (TC3) class at Contingency Operating Base Speicher, Iraq. Left, students in the combat lifesaver course taught at the Tricia L. Jameson combat medic center, Balad, Iraq, run into action during the mass casualty evacuation drill in September.



U.S. Army

Soldiers at Fort Sill, Okla., take IV (intravenous) training. Since the introduction of combat lifesaver training two years ago, soldiers' medical training has aligned more closely with tactical combat casualty care.

come into play in civilian medicine: things like maintaining security when you are being attacked, in addition to being able to care for the casualty; things like teaching soldiers that just because they are wounded doesn't mean that they shouldn't keep shooting back and making sure they are neutralizing the enemy if they are able to. As a result, a lot of those tactical considerations started being taught to medical folks and to junior leaders in the small units that would be helping respond to casualties."

Noting that early activities also included reviewing data from previous wars, she said, "What they found was that often after a war there would be some lessons learned that might be forgotten. An example of one of those was tourniquets. If you think about it, we have been using cravat and belt-type tourniquets ever since the Revolutionary War. Yet there was data from earlier wars that showed that tourniquets of that nature didn't work very well. On top of that, there was a lot of concern about using tourniquets because people thought that if you cut off circulation to an extremity for too long, you would lose that extremity. Based on the data collected in prior conflicts, however, we were able to start putting together the facts, which showed that tourniquets that work actually save lives. So a lot of development occurred in the early 2000s to identify a good, functional tourniquet that could be issued to every soldier and put into the new improved first-aid kits.

"We think that doing that can now be credited with more than 1,000 lives saved," COL O'Brien added. "Additional research has also shown that there have been no bad outcomes on the basis of using tourniquets. We also know that there is still some hesitation in first responders to apply a tourniquet. So they often wait longer than they should, and sometimes people die because they don't have a tourniquet put on in time. As a result, we still have some potential survivors who die. The time to intervene to prevent these deaths is in the first 5 to 10 minutes."

That analysis of battlefield lessons had also prompted a significant revision of medical aspects of basic combat training, with the introduction of combat lifesaver training in May 2007. Among the memorable changes for many new soldiers at that time was the new requirement to successfully install an IV [intravenous] needle with saline bag lock.

"As we started to teach all soldiers combat lifesaver training, we started to modify that combat lifesaver curriculum to align it with principles of tactical combat casualty care," COL O'Brien said.

Casualty analysis remains a dynamic process, however. COL O'Brien added, "One of the things they learned as they continued to look at potentially survivable deaths and the causes behind them: Some of those causes were 'tourniquetable' injuries. Others involved compressible hemorrhage, which has led to the development of new special bandages that have material on them to prevent bleeding. And there was another area that evolved, noncompressible hemorrhage—hemorrhage to the torso, like internal bleeding in the lungs or abdominal area. You can't really put a tourniquet on that or compress that."

She continued, "What they found in those situations was that when you get a lot of IV fluid early on, it's actually bad for that type of trauma. First, it raises your blood pressure, which can blow off a clot that is forming inside the area that can't be reached, and all of that data coming from the Joint Theater Trauma Registry has shown that we want to keep a lower blood pressure in some of those patients. Second, all of that extra fluid can dilute your blood's ability to clot naturally."

The concern about the noncompressible trauma was compounded by the concern regarding remaining delays in installing tourniquets.

Scott R. Gourley, a freelance writer, is a contributing editor to ARMY.



U.S. Army

SPC Chase Carman, a medic and TC3 instructor, shows soldiers how to load a casualty at the 82nd Airborne Division troop medical clinic on Contingency Operating Base Speicher.

"Often first responders were focused on starting the IV, thinking that the IV was the lifesaving intervention," COL O'Brien said. "In fact, there is really no data to show that getting an IV in the first 5 to 10 minutes is going to save anybody's life. It's not that IVs are bad in the long run. It's that the priority of what should happen in the first few minutes should be geared toward stopping bleeding."

Based on the analysis of all the data, the Committee on Tactical Combat Casualty Care had recommended that the Army stop inserting IVs during the "care under fire" phase of medical treatment—primarily the first few minutes after being wounded.

As a result, GEN Martin E. Dempsey, TRADOC commanding general, made the decision to suspend IV training in basic combat training in September 2009. Following additional analysis, a new medical training support package was released in January 2010.

"We have changed the training to place more emphasis on mastery of bleeding control," COL O'Brien said, adding that another area of emphasis in the new program involves familiarizing soldiers with the importance of being evaluated after exposure to blast effects. "If you've been in a vehicle exposed to a blast, within 50 meters of a blast, in a structure hit by a blast, or have any kind of direct blow to your head or loss of consciousness, you need to be evaluated by a medical professional, whether by a 68W [Army combat medic] or at an aid station," she explained. "But you do need to be evaluated, and possibly allowed to rest for 24 hours, because if you get that rest early on, it allows your 'hard drive' to reset. But if you don't get that rest and you drive on, then you could have lingering problems for months."

Another example of coordination across the Army medical and training communities during this same period is the release of the new Army field medical card, also known as the TC3 card, in individual first-aid kits.



U.S. Army/Rodney Jackson

SGT Patrick Malone, C Troop, 2nd Squadron, 14th Cavalry Regiment, 2nd Brigade Combat Team, 25th Infantry Division, demonstrates how to apply the combat application tourniquet during a bilateral exercise at Camp Bundela, India.



Soldiers from the 82nd Airborne Division practice loading a casualty into a paratrooper medical platform vehicle during practical combat exercises at the TC3 class at the medical clinic at Contingency Operating Base Speicher.

U.S. Army/SSG Bronco Suzuki

"The field medical card is the card identifying you when you are a casualty," COL O'Brien said. "Under our old system, that card was initiated once you entered the medical system. So we really weren't capturing a lot of data about what was actually happening at the level of the first responder, before someone entered the evacuation system: things like what time your tourniquet was applied or what other lifesaving measures were carried out by the first responder. We had a great joint theater trauma registry that was capturing care after someone was further along in the medical system, but we didn't have that early-on data. The new card is aligned with TC3, allowing the data to be captured very early, and also to assist us in analyzing data and immediately responding to lessons learned as we continue to refine the field of TC3—as we work to whittle away the approximately 20 percent of combat fatalities that we believe to have been potentially survivable."

The removal of the IVs from the combat lifesaver bags—fielded per AR350-1 at a level of one per squad—has also allowed the fielding and related training of new hypothermia-prevention/warming blankets.

"When you lose a lot of blood, even if it is 100 degrees outside, you get cold," COL O'Brien said. "If you get cold, your blood stops clotting. You also have a higher likelihood of dying from other complications. So these new blankets will help keep people warm during the evacuation process, again bolstering their survivability."

Other changes in the new medical training support package include training in tactical movement of casualties and expanded tactical scenario training.

Another recent adjustment in Initial Military Training involves hearing protection and starting to train soldiers to use the new combat arms earplugs.

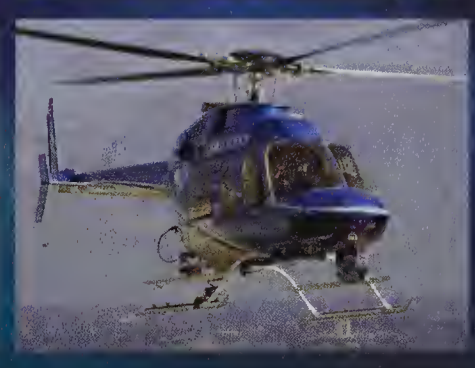
"We are using an innovative approach developed by some of our audiologists, bringing the training out to the range, so that when soldiers have their first basic rifle marksmanship, they will also be issued the earplugs and train with them at that range," COL O'Brien said. "Now they will be using them right after they train with them. We have also worked with our safety colleagues to incorporate hearing protection into the safety briefings at the ranges, tying those things together. Since hearing loss is the top reason for VA [Department of Veterans Affairs] claims from soldiers, we think this will have a huge benefit."

In parallel with the new medical training efforts, the TRADOC surgeon is also involved with issues surrounding sleep deprivation. "I have been reviewing a lot of the material currently available, and we are looking at better ways to educate the force about the importance of sleep. We are looking at how to make our Army more resilient, and sleep is an important component of that," COL O'Brien said. Acknowledging that the sleep-deprivation awareness and education campaign has to overcome a traditional service approach of digging deep and driving on, she added, "The old doctrine for sleep was that you should get a minimum of three hours a night. Last year we released a new field manual, FM 6-22.5 *Combat and Operational Stress Control Manual for Leaders and Soldiers*, which says that there is not a minimum number of hours, that we need to strive for 7 to 8 hours of sleep, and any time you fall below that for any significant number of days, your functions will start to be compromised." ★



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SOLDIERS' MINDS:



Iraq, 2004: The insurgency flamed like a wildfire, and fighting was hard, bloody and relentless. Bad times. A company patrolling the Sadr City section of Baghdad was hit hard in a day-long battle and took many casualties. The fighting didn't lag in the days that followed. Leaders concluded that the unit might be suffering in more ways than just the physical sense and stood it down for a mental-health afternoon, helicoptering a counselor from the Green Zone to talk with the troops.

It was doomed from the get-go. He was from a different service, the Air Force, a lieutenant colonel who was either a psychiatrist or psychologist, and he reeked of fresh soap and FOB, well-fed and wearing a clean uniform. Plunked down inside the relative safety of the soldiers' combat base camp instead of rolling around in a sweaty Humvee that could be blown to bits in the next heartbeat, he still looked apprehensive about being "at the front," although a helicopter would return to swoop him out of there in a couple of hours.

After his post-traumatic-incident, it's-okay-to-grieve-and-be-scared, let's-go-around-the-room-and-share session, the troops shuffled out of the room. One soldier popped a cigarette in his mouth and said, "That dude was talking to me like I'd just survived a car wreck, or my dog died. I'm worried about living through tomorrow."

The counselor was earnest and did his best under the circumstances. What else could he have done? Take everyone back in his helicopter? Wave a wand and make everything that happened never happen? He'd been herded into a stuffy room to be gawked at by a bunch of jumpy, glassy-eyed strangers for an hour-long, bandage-them-up session. Here are some messed-up soldiers, doc: Fix them.

He couldn't fix them, of course. One session could do little. It would take several to build trust. But, if a few soldiers had the idea that feeling bad didn't make them bad soldiers or bad people, he had done his job, and it was worth his trip. Regardless, it was the first time I'd seen stress counseling attempted in a forward environment soon after an action. (Combat stress teams now are routinely deployed to forward areas.)

The handful of counselors and psychiatrists deployed with the large medical units in the early days of Iraq had a tough job. After all, the Army was just realizing that a major insurgency had been dumped in its lap. Faced with that, there was little time to consider all the ramifications of mental-health issues. Nevertheless, Army leaders soon showed that they were aware, at least, that something needed to be done. The "something" was nebulous, however, and the thinly spread counseling assets, chaplains, therapists and clinical physicians thrown into the breach during the early part of the war, were put in the same relative position as the soldiers—just make it through the next day.

That day has passed.

Today a wave of research effort has been launched at the conditions, effects, screening and treatment of myriad stress disorders and concussive brain injuries, or combinations of both. In addition to what has been spent to date by DoD, the Department of Veterans Affairs (VA), the National Institutes of Health, universities and private groups, DoD officials recently announced that a $300-million allocation will be divided among 171 projects by the end of the summer for post-traumatic stress disorder/traumatic brain injury (PTSD/TBI) research with focuses on medications that could be effective, brain-cell regeneration, the effects of mild TBI (low-injury concussions), improved methods



Dennis Steele

NO PLACE FOR RETREAT

By Dennis Steele
Senior Staff Writer

of treating PTSD patients living in remote areas and stigma-reduction initiatives to encourage more PTSD sufferers to seek treatment.

The military now routinely screens troops for TBI. More than 150,000 have been screened by the services while deploying to or returning from combat areas. Further screening takes place in other situations, and a protocol is held after a troop is involved in a concussive incident, even if there is no other injury apparent. Should that TBI screening find nothing, soldiers still must take a short time off to recover after surviving a close explosion. Studies have found that the effects of a mild concussion dissipate after a short time without further treatment; on the other hand, suffering another concussion soon after the first increases injury effects exponentially. (The Army's benching policy closely mirrors the policy of another partner in TBI research, prevention and treatment, the National Football League, which requires players who suffer a mild concussion to sit out at least one game.)

The overall problem is big. As improvised explosive devices (IEDs) are the signature weapons of the wars in Iraq and Afghanistan, TBI is fast becoming the signature injury.

BG Loree K. Sutton, director of DoD's Centers of Excellence for Psychological Health and Traumatic Brain Injury, estimates that up to 360,000 veterans of Iraq and Afghanistan may have suffered some level of TBI, with 45,000 to 90,000 possibly suffering long-term symptoms that warrant specialized treatment. Those numbers were based on returning troops who have been screened since the congressionally mandated program started, projecting the percentages to the overall number of troops who have served in Iraq or Afghanistan. She says 10 to 20 percent of redeploying troops have suffered at least one mild TBI/concussion and that almost every returning soldier has some level of stress effect, even if it is just taking a few days or weeks to readjust. (An interview with BG Sutton begins on page 39.)

More than 9,000 troops have been treated by the military for severe brain injuries, and the VA has treated approximately 8,000 Iraq/Afghanistan TBI patients thus far.

Nearly all soldiers returning from Iraq or Afghanistan have a couple of "veteran moments" (as in "senior moments"), such as panicking for a few seconds when they can't find their weapons then quickly realizing they are in their own home, wearing jeans and about to take the family to a restaurant. Readjusting to IED-free driving can cause other veteran moments, and instinctively scanning rooftops lasts a while, too. Even short-term sleep disorders are normal. A range of readjustments are considered normal—so long as there are not too many of them, they aren't too severe and they don't last too long.

TBI percentages are more concrete than those for PTSD because physical tests exist for TBI, and identifiable symptoms are more readily manifested. The RAND Corporation reported last year, however, that approximately 300,000 troops suffer some level of PTSD, according to its research.

The most troubling PTSD statistic, by far, is the Army's suicide rate, with 10 to 14 soldiers committing suicide each month over the past several years, both in combat theaters and after returning home. Many of these suicides are considered, to some degree, combat-stress related.

Add to the suicide numbers the increasing levels of illicit drug use, alcohol-related incidents, criminal acts being perpetrated by serving soldiers and veterans (including murder and other violent crimes) and domestic incidents,



An artist's rendition of the National Intrepid Center of Excellence for Traumatic Brain Injury and Psychological Health. Privately funded by the Intrepid Fallen Heroes Fund and scheduled to open in June, the center is located on the grounds of the National Naval Medical Center, Bethesda, Md., adjacent to the Walter Reed Army Medical Center and Uniformed Services University of the Health Sciences. It is designed to engage in "leading-edge" holistic health care, "telehealth" follow-up care, research and education for traumatic brain injuries and psychological health concerns such as post-traumatic stress disorder. For more information, visit the Intrepid Fallen Heroes Fund web site, www.fallenheroesfund.org.

and it's not difficult to discern a necessary widespread concern for Army leaders, with PTSD and other stresses the primary suspects. Divorce rates also are high, which has been true for the military in general and during and after deployments in particular; nevertheless, combat stress can be presumed to increase the numbers.

Returning troops now are screened for PTSD by the services, most often through questions asked during the redeployment/reintegration process. (Soldiers go through nearly a two-week period of reintegration training directly after returning home, which includes counseling and briefings on a wide range of issues as a duty-day requirement before being released for leave or return to normal duties.) Soldiers' answers to PTSD screening questions, however—and therefore true PTSD statistics—depend on how truthful each soldier wants to be. PTSD patients are mostly self-referrals, and that is the major hurdle now: They are reluctant to refer themselves.

American culture generally stigmatizes mental-health treatment and individual patients in treatment. Culturally, mental-health treatment is something to be avoided, and hidden if it cannot.

The entertainment industry has added to the negative concept with its depictions of characters with mental-health issues. Mental-health treatment is scorned, mocked and feared. The industry's characterization of Vietnam War veterans is an apt example—stringy-haired, wild-eyed, delusional, dangerous, violent lowlifes wearing ragged uniform shirts and carrying psychotic grudges that are sprung on a hair trigger. "Vietnam syndrome" does not impart positive connotations.

To many Americans, it is a short leap from a sleep disorder or minor depression to "nut," "wacko" or "psycho." Consider how many derogatory words we have for those dealing with mental-health issues, and how offhandedly they are employed: The scope and depth of the stigma are significant.

Multiply that general mental-health cultural stigma by some degree—perhaps many degrees—and we hit the military culture stigma. Multiply the general fear of treatment by the same quotient, and we hit the military's fear of treatment.

Suffice it to say that seeking any form of psychological treatment traditionally has been viewed as a career-ender in military culture, especially within the commissioned officer ranks, in which zero major defects is the standard, especially for upper command slots. Mental-health issues also are viewed as a weakness in what traditionally has been a highly macho, show-no-weakness culture.

Today the Army's senior leadership is trying to dispel the stigma of mental-health treatment, but that's going to be difficult because suspicion of a gulf between policy and practice will linger. The "scarlet letter" still will be feared and therefore presumed to exist, just to be on the safe side.

There also is a punitive stigma attached to the mental-health system because command referrals in the past were viewed as punishment or as a way to dump troublesome soldiers who fit the profile on the Army Medical Department—make them somebody else's problem.

Currently, many Army staffers and communications contractors are trying to find the solution to dispelling mental-health stigmas. Communications plans are being assembled; talking points are being sharpened.

It is not how many times the end of stigmatization is decreed that will make a difference, however. It is how that decree is practiced, and a fairly long track record probably will need to be established before a significant portion of the target audience believes it: "You go first, and I'll see what happens."

Yet stigmatization is the hurdle to solving a large medical problem that, for most folks, is curable or manageable.

The Defense Department and the Army, as well as the other services, have initiated a broad, expensive and committed campaign to establish a comprehensive system for PTSD/TBI research, assessment and treatment. There are weaknesses, holes and perceptions to overcome, but the impetus, emphasis, support, congressional interest and funding are there to propel it. As long as there is significant funding and congressional interest, there will be significant propulsion.

In decades hence, the last American casualty whose cause of death can be tied directly to the wars in Iraq and Afghanistan probably will be a former soldier who fell through the system's net by choice—carrying and suffering the effects of PTSD/TBI for all that time, never seeking help, and finally ending his own life when he could no longer carry or suffer those burdens. ★

Brain Injuries Require Systematic, Integrated, Holistic Treatment

AN INTERVIEW WITH BG LOREE K. SUTTON

By Dennis Steele
Senior Staff Writer



BG Loree K. Sutton is the Army's highest-ranking psychiatrist. She currently serves as director of the Defense Centers of Excellence for Psychological Health and Traumatic Brain Injury and is the special assistant to the Assistant Secretary of Defense for Health Affairs. She holds a medical degree from Loma Linda University.

***ARMY:* What are the primary responsibilities of your organization?**

BG Sutton: We work to support the services in terms of providing an open front door for all issues related to psychological health and traumatic brain injury [TBI]. We're in a position to assess, validate, oversee and facilitate leading principles and practices—best-of-breed practices—and highlight those evidence-based leading principles and practices to accelerate adoption and implementation by the services.

We are in a position to reach out and find next-generation solutions and bring them into the here and now. That, of course, has involved an enormous investment in research, in which we work with the services and our colleagues in the VA as well as scientists around the country and throughout the world to address military-relevant questions pertaining to these areas. We also, of course, in recognition that stigma is still with us, work in support of our senior leaders to transform our culture from one that has been marked by a suck-it-up-and-drive-on mind-set to now recognizing that, in year number nine in this conflict, we need to move from a narrow focus to one that embraces the key messages of our campaign. Those are: First, you are not alone. Second, these unseen wounds of war are real. Third, treatment works and the earlier we can intervene, the better. Last, reaching out is an act of courage and strength. All these efforts lead to achieving and sustaining excellence across the spectrum of resilience, recovery and reintegration.

What are some of the current major initiatives, where do they stand and what does the future hold?

I'll use our framework of resilience, recovery and reintegration. With respect to resilience, we know that recovery starts with resilience, building resilience from the first day of the session, so we are working with the Army in support of the Comprehensive Soldier Fitness Campaign—for example, the Real Warriors Campaign—which is designed to eliminate stigma. The power of this campaign comes from the fact that it harnesses the experiences of real warriors who tell their stories. If you go to realwarriors.net, you'll see some of the recent profiles. ... The response from this—let me just give a data point—last month, we were told by the Nielsen rating folks that this campaign has surpassed 1 billion media impressions, and this is in the first nine months of this campaign. We are heartened by the response; there has not been any negative coverage on this campaign, and we are moving forward to continue to work with volunteers [who want to share their personal experiences] who contact us. We have 35 or 40 right now who are in various stages of preparation for telling their stories. So this will be a campaign that will continue to grow and support the Army's efforts and those of the other services.

Moving on to recovery, another program [the Army is working to develop] is event-driven protocol. We're starting out with an event-driven protocol for the management of concussion, starting from the point of injury or exposure in theater. This has been an effort that has involved collaboration with all the services. We pulled together several months ago a consensus conference, bringing together experts from across the VA, the rest of the federal government and the services as well as the nation as a whole, including civilian experts. What has come out of that now is the final protocol that is being implemented as a pilot program, reaching out to one of the brigades deploying from Fort Campbell [Ky.]. The event-driven protocol for concussions translates our clini-

cal practice guideline, which has been out there for the last couple of years for the management of in-theater concussion. It now translates that into a mandatory protocol that involves actions by our medics and corpsmen as well as the rest of the medical team *and* our line leaders. It's a partnership. From the time of exposure, the mandatory events for a troop who has been exposed to a blast event inside a vehicle, on a dismounted patrol or inside a building—or, for that matter, any troops displaying signs of behavior that are worrisome to their leadership—any of those events leads to a series of mandatory actions. This will standardize our way of treating troops whom we know have been exposed to concussive blast events. It's really harnessing the protocol that the Army has developed—educate, train, treat and track—to make sure that if a troop has been exposed to a potential concussive event, we have a standard set of actions that will intervene, assess, evaluate and track progress, so that we are sure that the individual has healed before being put back into the fight. The psychological-health protocol is about six weeks out from reaching final staffing through the DoD and the Joint Staff processes. That will then be a tandem protocol working with the concussion-management protocol to ensure—once again from the point of injury, exposure or distress downrange—that we have a standard set of actions that both our line leaders and medical personnel carry out to provide the best possible care for our troops.

... the Army's RESPECT-Mil program ... brings together behavioral-health expertise, treatment and consultation into a primary-care clinical setting.

Another program that is worth highlighting is the Army's RESPECT-Mil program. This is a program that brings together behavioral-health expertise, treatment and consultation into a primary-care clinical setting. We know that troops and their family members are much more likely to reach and to feel comfortable getting treatment from their primary-care doctor as opposed to going to a mental-health clinic. This program is being expanded. A number of the other services are very interested in deploying to their programs and in really making this the leading program in the nation. It's based upon research done through our partnership with Duke University, Dartmouth College and others, and it's recognized nationally as a leading best-of-breed program for overcoming stigma and ensuring early intervention in a primary-care setting, which is so important.

Also, one of our component centers, led by COL Chuck Engle—the founder of the RESPECT-Mil program and also the founder of the deployment health clinical center treatment program—offers a three-week treatment program, track one and track two both for medically unexplained physical symptoms as well as a track for individuals who are experiencing post-traumatic stress disorder [PTSD] and other issues and just aren't responding well at their home stations. This program brings together the best of Eastern medicine, interventions such as acupuncture, tai-chi, qigong, mindfulness and meditation. It brings together the best of those complementary and alternative techniques with the best of Western medicine. It incorporates families. It has been a program that has been routinely cited either by troops who are testifying in Congress or, more recently, in our Real Warriors Campaign. We are looking to expand that program across the services as well.

Moving to reintegration, let me give an example of a recent pilot program that has now been cleared for broad-scale implementation. We have partnered with the USO (United Service Organizations), the American Red Cross and, of course, our partners within the VA as well as the TAPS program (Tragedy Assistance Program for Survivors)—an enormously successful program that connects family members who are suffering the loss of a loved one, whether it be a combat loss, an accidental death or suicide. It's a tremendous network that links peer-to-peer support with education and training programs, along with a sustained sense of community, understanding and support.

Together, we are providing training to the USO staff and volunteers at the more than 140 USO locations throughout the country and around the world. Many of those are in airports, and we know, for example, the sense of displacement that troops can experience. We know that it's important to provide tools for folks wherever they may be. For example, for troops who are going downrange or coming back for R&R or because they received a Red Cross emergency message, we know how important it is to prepare the USO lounges to be areas where troops can connect through a virtual coffeehouse that we are currently creating. A key part of that virtual coffeehouse concept will incorporate the Sim Coach tool. The first version of the Sim Coach comes online in August and will eventually lead to the ability for our troops and family members, no matter where they are, to be able to access their own customized avatar coach, a coach they can talk to in the privacy of their home or anywhere downrange with a smart phone or laptop and be able to gain access to the expertise, the tools that are out there, and collaborate on a peer-to-peer level to keep hope alive.

The pilot program has finished—very positive data. TRICARE-West was the TRICARE region that worked with the USO and with our team to sponsor the pilot program at six locations. We are now working with this team to broaden implementation across the entire USO inventory. We are also working very closely, not only with the USO but with DoD and the veterans centers, who have hired peers from this conflict—veterans of the Iraq and Afghani-

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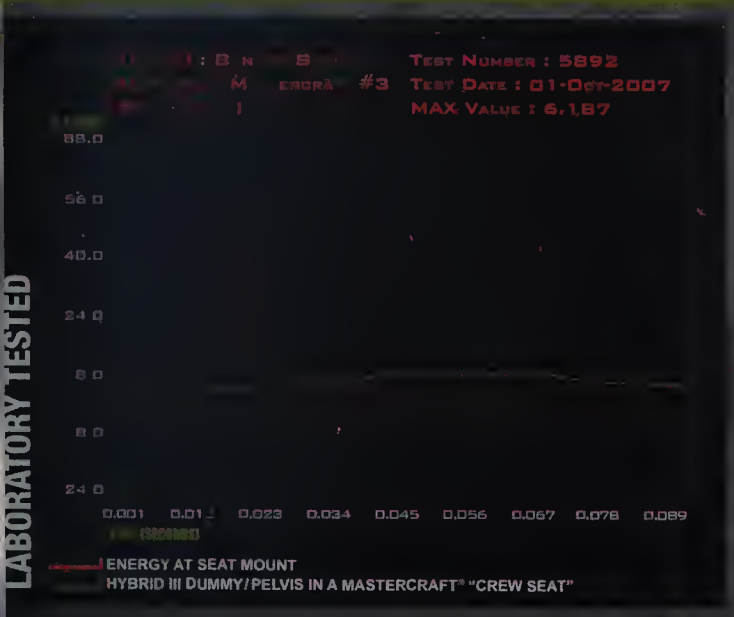








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It appears that all of this is trying to establish a convenient and nonthreatening environment.

That's exactly right. We know that success must not be measured through our eyes, as an institution, or by the weight of our PowerPoint briefings or our great ideas or our promises of things to follow. Success must be measured through the eyes of our stakeholders. And to know how to do that, we have to ask them—not only ask them, but *listen* to what they tell us and then *do* something about it. In the focus groups and the ongoing communication we have now through the social media tools—Facebook, Twitter and our own Real Warriors Campaign—what we are hearing from our troops and families is: "Listen, we're not sick. We may be injured, we may be tired out, we may need some tools, but give them to us in a way that makes sense to us. We want to connect through our smart phones. We want to connect through peers. We want to know the expertise out there, but we also want to know that when we access that help, we won't be punished for it. We won't lose our careers over it, and we won't be stigmatized within the military community."

We know that success must not be measured through our eyes, as an institution, or by the weight of our PowerPoint briefings or our great ideas or our promises of things to follow. Success must be measured through the eyes of our stakeholders.

How does DoD, as an institution, measure progress? What measurements can you take?

That's a question that we have reached out to experts such as the RAND Corporation and others to answer. For example, Gallup is working with us on this, too. If you look at the last several years, look at it on a timeline. The period leading up to the Walter Reed tragedy [referring to the incidents of poor patient care reported in 2007 by the *Washington Post* that led to the Wounded Warriors program, among others, and the wholesale revamping of extended soldier care—perhaps soldier health-care overall] ended up being a blessing in disguise because it got our attention that it's not enough to save the lives of those who never would have survived in previous conflicts. Now we have to care for their complex constellation of injuries and health-related concerns that require a different level of time, attention and resources to both recovery and rehabilitation over their lifespan. Let's just say that up until Walter Reed, it was a time of scarcity, in terms of resources that were being directed toward the complex needs that were emerging from this conflict. It woke us up. We got the resources, the leadership, and it then became our opportunity to invest in a number [of initiatives] across the spectrum of resilience, recovery and reintegration.

Most of those programs were stood up in late 2008, so they're just now really coming into maturity, which gives us the opportunity that is the proliferation phase. Put a couple of billion dollars against a set of issues over a couple of years, and you are going to get a proliferation of programs, which is what we have right now. We are currently putting outcome metrics against a number of the leading programs. We have a RAND report that is due this June that will basically catalog all of the PTSD/TBI programs in DoD, which includes all of the services, and then identify what those outcome metrics will be, which will then allow us over the next two to three years to synchronize those efforts, based upon the data. The transition over the next two or three years is from the proliferation of programs to the synchronization of programs, based upon outcome performance metrics. What's working? For whom? And how can we then continue to invest more in those evidence-based programs that our families, troops and leaders tell us are effective, and then synchronize our efforts and simplify a range of options that are out there? We know right now that it tends to be confusing, particularly for family members and for troops coming through the programs, to know what is most effective, and that's why we're working with experts to really put metrics behind this program, so that we will know.

In terms of percentage or numbers, how many Iraq/Afghanistan veterans are affected by PTSD?

Let me turn that question around. What I have found most useful is to look at it from the other end, and that is to say that we know that war affects everyone.

As a psychiatrist, I must say that an individual who comes back from 12 to 15 months, moreover a series of repeat tours over the last nine years, and says, "It hasn't affected me at all"—that's the person I'm most concerned about. Having said that, we know that many who come

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back will experience the normal-adaptation post-traumatic stress signs and symptoms that may take their form in sleep-related problems, pain issues or jumpiness, for example. As one sergeant put it to me: "Y'know, ma'am, it's hard to adjust from *being* a target to *shopping* at Target." Those are normal adaptations. The skills that allow a troop to thrive on a battlefield are very different from the skills that allow him or her to thrive here at home with the family and the community. Most of those symptoms, for many who experience them, will resolve in a period of days, weeks or several months. Of course, we have interventions at the community level, whether it be Military OneSource or the military-life consultants or the chaplains, or afterdeployment.org—that's another tool that's been up for about 18 months, a Web 2.0 program that has become very popular for folks to be able to assess themselves and to use the up-to-date tools and technologies, which by the way, in the [near future] we're putting up on iTunes University; we're putting in text-based solutions. We're listening to our troops, and this is how they want to communicate.

Having said that, we also know that the earlier we intervene, the more people we can keep in that "green" area—in that healthy area of adapting to their combat experience and staying on track. We know that some people will go on to develop post-traumatic stress disorder. We also know that this is a very treatable disorder, and the earlier we can intervene, the better. We also know that not everyone who is experiencing significant levels of distress feels comfortable to go forward and get treatment, so that's where our efforts toward eliminating stigma through the Real Warrior Campaign and other efforts become so important.

We … know that not everyone who is experiencing significant levels of distress feels comfortable to go forward and get treatment, so that's where our efforts toward eliminating stigma through the Real Warrior Campaign and other efforts become so important.

The good news is that the majority of troops coming back from combat will experience normal adaptation signs, symptoms and periods of adjustment. We know that it is not just physical adjustment or psychological adjustment. We also know there are moral or spiritual dimensions to this. That's why we're working with the services and with experts nationally to develop a total fitness concept that will then, at the DoD level, go through the process and become a reference, a resource, from which services can draw. That total fitness concept includes seven or eight dimensions of total fitness, and I think it will be very complementary to each of the services' cultures as they adapt it to meet their own specific needs.

Is there uniqueness to the current conflict that differentiates the experiences of today's veterans from those of veterans from World War II or the Vietnam War, for example?

That's a question that I am frequently asked, and I am glad for a chance to comment. Let's be clear: The worst thing we can do either around the kitchen table within our families or within our communities—or in this case between generations of warriors—is to talk about who had it worse. Every generation, every family, every one of us has his or her own cross to bear.

Having said that, let's look at some of the relative similarities and dissimilarities. What doesn't change about conflicts is, of course, the uncertainty; the fear; the courage under pressure; the attachment to one's buddies; the ugliness of war in terms of the things that soldiers have to do, see, smell, endure and find ways to transcend so that you can get the mission done, you can bring as many of your buddies home with you as you can, you can honor the losses of those you can't bring home, and you can then bond together to heal on a very deep level. One of the toughest challenges for veterans of any generation's conflict has to do with survivor guilt that is so normal to feel: "I came back from war, but my buddy for whatever reason didn't, and maybe there's guilt I feel that perhaps it should have been me or I could have done something different," and all that goes with that. That's all part of coming back from *any* war.

When we look at troops who deployed for World War II, they knew that they would be there for the duration of the conflict, until they were wounded significantly enough to be evacuated or until they were killed. Those were the three options. The nature of the conflict itself, those important differences, are: In World War II, troops knew who the enemy was; they were wearing the [enemy] uniform. Troops were rotated from the front lines and back; you didn't have this constant 24/7, 360-degree exposure to uncertainty and risk as you do in today's conflicts. You also had a very different social context for World War II because you had a level of sacrifice, engagement and commitment that was really national in scope. It was a different social context, a different level of exposure, a different level of uncertainty, and certainly, as we have increasingly learned from this stoic generation of troops from World War II, from [several movies, for example], we've realized, as with any war, there is always a psychological, spiritual, moral and physical burden to be borne.

Let's contrast that with the Vietnam War. Vietnam, for the most part, was fought by draftees, who went downrange for one year. They deployed as individuals; they



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came back as individuals. There was a level of isolation there that certainly characterized that conflict in a way that was distinctly different from World War II. I think also that, in Vietnam, the social context was so different. The nation was really divided, torn by that conflict, and our troops, our veterans, paid an enormous price for that division. As a nation, we've learned so much, and we're seeing the Vietnam veterans lead the way in reaching out to our troops of these current conflicts—that never again will one generation of veterans turn its back on the next—tremendously healing dynamics and growth and strength are coming out of the experience.

As a nation, we've learned so much, and we're seeing the Vietnam veterans lead the way in reaching out to our troops of these current conflicts ...

In terms of head injuries (brain injuries), Vietnam certainly exposed our troops to a greater proportion of penetrating head injuries, whether it be by bullet or mortar fragment. We didn't have the same [enemy] tactics, such as the use of improvised explosive devices that our current troops are facing. We certainly didn't have the repetitive tours, so that's another change.

Let's move that forward to this generation. First of all, in my view, our troops in this current conflict are the next "greatest generation" for our country. They knew their country was at war, and they raised their hands in huge numbers and continue to raise their hands and say, "Send me."

What we have to realize is the complex nature of their injuries, with blast being the signature weapon of this conflict. Blast leads to a constellation of injuries—burns, limb loss, internal organ damage, or vision, hearing or other sensory impairments. Or, as in so much of our current efforts, the unseen wounds of war may take their form in repetitive concussion combined with issues of grief, trauma and loss from the experience of war to the psychological trauma that may be experienced in so many horrific and life-threatening situations. So I think the exposure issue for this generation of veterans is different from that of any [generation of] veterans we have seen. It is different from what we have ever seen before. We are in the ninth year of this conflict ... and we are facing now our transforming military culture. Suck-it-up-and-drive-on is still the best response for some challenges, but it certainly falls far short of what's needed in one's resilience and recovery tool kit to withstand the demands of a protracted conflict. The social context is very different now. We've learned so many lessons. But we are also learning now about the rehabilitation and reintegration challenges of providing *lifelong* rehabilitation, support and services for those caregivers and troops that will give them the means to live lives of purpose, passion and meaning in their communities of choice. That's our challenge.

Are PTSD and concussive/TBI injuries now a merged issue?

Whether one experiences a brain injury from blast exposure—being very close to the epicenter of the blast (which then puts one at very grave danger of fragmentation injury as well)—a blunt trauma such as being thrown against one's Humvee as an IED explodes, or playing football, concussions occur in a variety of contexts.

If the brain injury is related to the exposure to psychological stress and trauma, our research is showing increasingly that there are structural changes, metabolic changes in the brain, endocrinological changes and functional changes. We don't yet fully understand those changes. That's why we're investing so much into research on these brain injuries—whether experienced in isolation, such as an isolated concussion, perhaps on the ball field, or in the context of combat-related trauma, where so many of our troops are not only experiencing concussive exposure to blast, but also concussive impact from blunt trauma—in the context of psychological stress and trauma, in the context of moral and spiritual trauma.

The way I like to think of this is that we're moving [into] the complex needs of mind, body and spirit—the impact of combat-related trauma on the *human being*. Our troops are bringing back injuries that are leading us to now forge ahead in integrated and holistic approaches to addressing mind, body and spirit injuries. That's why we're bringing the best of Eastern and Western medicines to the fore. That's why we're bringing in the chaplains and behavioral-health providers and the healers who use meditation as well as our more conventional techniques, whether by our primary-care doctors or behavioral-health practitioners.

We are throwing a very wide net out there to ensure that we are investigating every promising practice. We are [instituting] outcome measures. We are closing the knowledge gaps on research.

The Tampa [Fla.] VA program has been a real leader in this area. They call it their "three-*p* program." They address in one team-based setting the issues related to psychological trauma, pain and polytrauma injuries resulting from concussive effects.

It is not accurate to say that [PTSD and TBI] are merged.

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It is accurate to say that our troops are experiencing a multitude of injuries from a number of different mechanisms—blast, physical blunt trauma, psychological trauma, spiritual trauma and moral trauma ... and we must address them with a holistic, integrated approach.

We are throwing a very wide net out there to ensure that we are investigating every promising practice. We are [instituting] outcome measures. We are closing the knowledge gaps on research.

The Secretary of Defense says, "We are in uncharted territory," and when you are in uncharted territory, you want to pay attention to anything out there that will perhaps help you gain your bearings and bring novel approaches to these new and emerging issues and concerns.

We are insisting, however, that we apply evidence-based practices, and sometimes that evidence is in a very nascent state and relies on the consensus from practitioners and experts who are out in the field. That's a level of evidence—not the strongest level, but it gives us something to distinguish the promising practice that has been rejected by experts and practitioners in the field from practices that really do have the consensus support from experts. And that leads us to increasingly use more and more rigorous studies and metrics to find what works and what doesn't. If we waited for the perfect solution, we would just be obsolete in meeting the needs of our troops. On the other hand, we cannot be reckless, or else we will squander resources at best and, at worst, we would risk harming our troops. It's really threading that needle and moving forward with what we have now, which is at a minimum endorsed by a consensus of experts and practitioners in the field, to moving forward with increasingly rigorous metrics and levels of evidence based upon science and multisite studies that can then really be pointed to as the gold standard.

This is an exciting time. If you look at the history of military medicine—while none of us would wish for war, least of all those of us who know how ugly it can really be—we are at a moment in history when what we are currently learning about the brain is not only going to benefit our troops and their loved ones in the here and now, but will certainly lay the foundation for the next generation and benefit citizens around the country and throughout the world. It's a moment in history that will not pass our way again, and we simply must make it count. ★

Post-traumatic Stress Disorder (PTSD)/Traumatic Brain Injury (TBI)— Contacts and Resources

National Suicide Prevention Lifeline
1-800-273-TALK (8255)

Defense Centers of Excellence for Psychological Health and Traumatic Brain Injury Outreach Center
1-866-966-1020

Web Sites

Defense Centers of Excellence for Psychological Health and Traumatic Brain Injury
www.dcoe.health.mil

Resilience, Recovery and Reintegration (including a live-chat feature with trained health-resource consultants)
www.realwarriors.net

Army Wounded Warrior Program
www.aw2.army.mil

Service-Specific Information and Resources
www.militaryonesource.com

Wounded Warrior Resource Center
www.woundedwarriorresourcecenter.com

Department of Veterans Affairs (VA)
www.va.gov

VA National Center for PTSD
www.ptsd.va.gov

For Recovery, Rehabilitation and Community Reintegration
www.nationalresourcedirectory.org

Rural Assistance Center (Health and Human Services Information)
www.raconline.org

Helping Children Cope with Deployment
www.sesamestreetfamilyconnections.org

Substance Abuse and Mental Health Services Administration:
www.samhsa.gov/vets/index.aspx

Post-Deployment Wellness
www.afterdeployment.org

Psychological Health in a Primary Care Setting
www.pdhealth.mil/respect-mil/index.asp

Success in the Workplace for Servicemembers Living with PTSD and TBI
www.americasheroesatwork.gov

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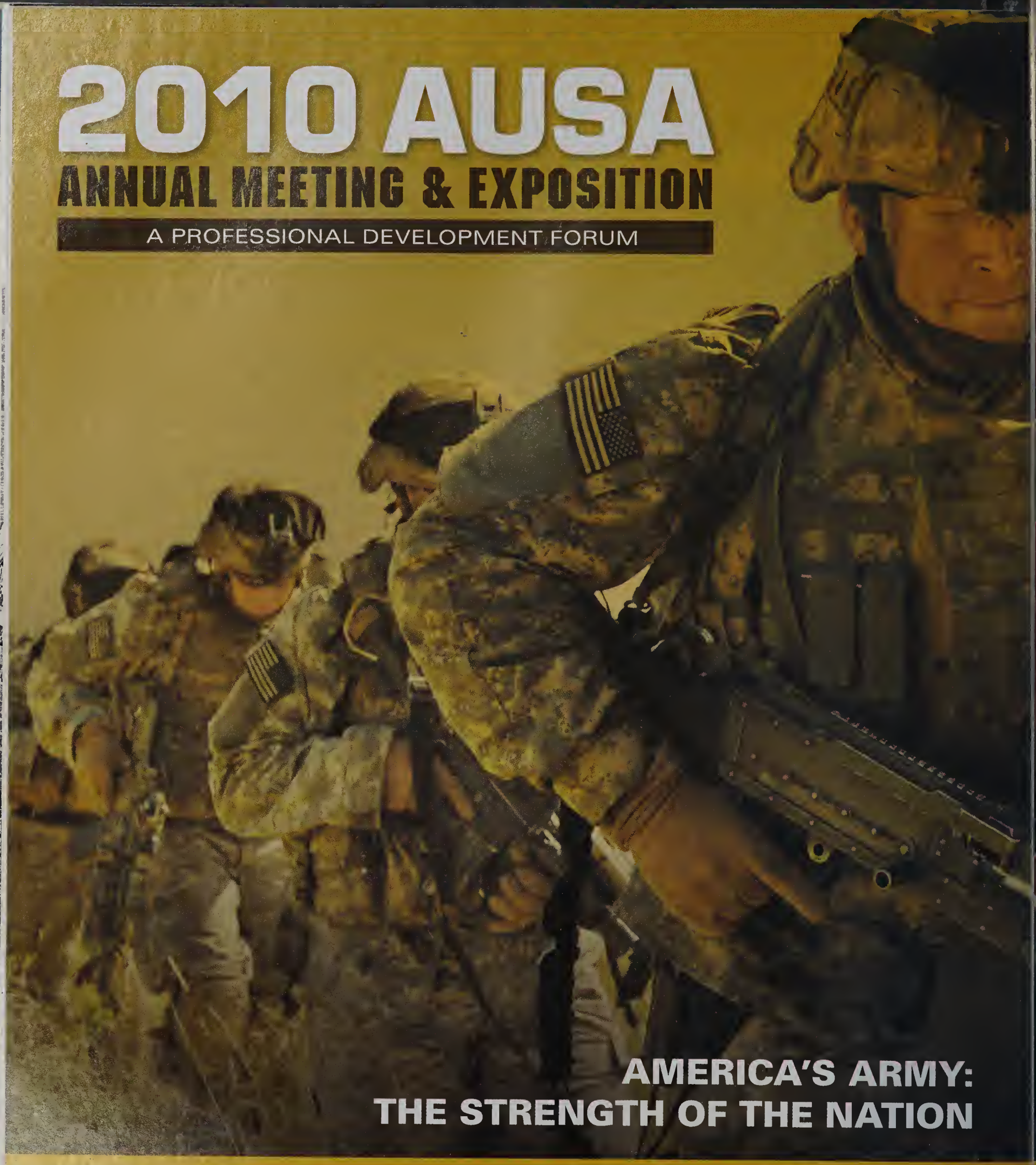
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COMBAT STRESS: A SHADOW THAT SPANS ALL WARS

By Dennis Steele
Senior Staff Writer

The emotional impact of war has been written about through the course of history, encompassing fear, remorse, responsibility, sorrow, guilt, grief, anguish and despair—the toll of combat on the mind. Warfare, tactics and weapons have changed, but American combat veterans today share fundamental experiences with the warriors who preceded them.

Post-traumatic stress disorder (PTSD) issues today echo many of war's ancient experiences. To assist the recovery process for veterans and family members, a performing ensemble called Theater of War has presented readings from Sophocles' tragedies "Ajax" and "Philoctetes" to audiences in military communities since 2008. "Ajax" depicts a Greek warrior who becomes depressed during the Trojan War; his wife and comrades attempt to intervene before it's too late. "Philoctetes" is the story of a Greek warrior who contracts a debilitating illness and is marooned by his army on a deserted island. (Theater of War is scheduled to perform in U.S. Army Europe venues in Germany this month.)

The following historical digests about the recognition and treatment of combat stress disorders during U.S. conflicts were derived from the Association of the U.S. Army's Institute of Land Warfare 2009 national security affairs paper "Collateral Damage: How Can the Army Best Serve a Soldier with Post-Traumatic Stress Disorder?" by COL Richard B. O'Connor, U.S. Army. The paper is a comprehensive look at PTSD and a recommended resource that is available for download from AUSA's web site, www.ausa.org. (Click on "Publications," go to "ILW Publications" and select the title from the listing.)



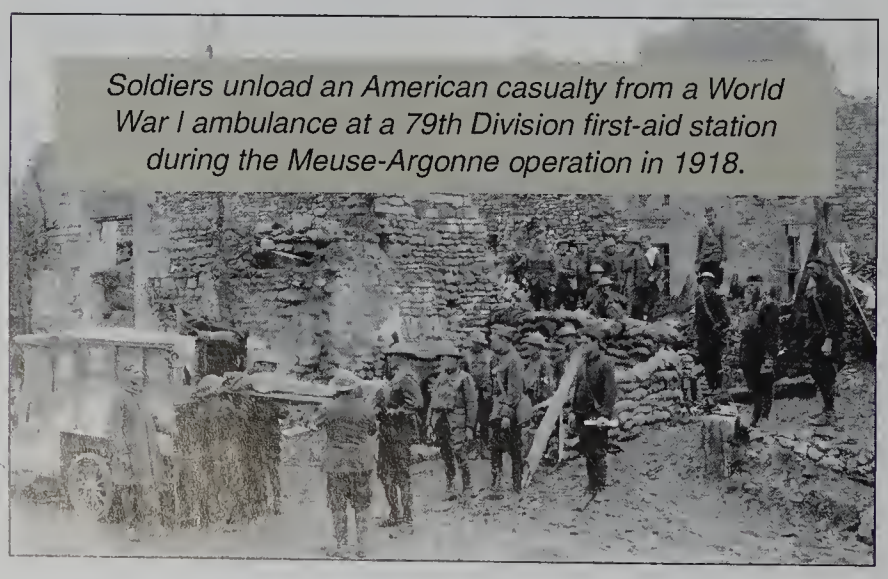
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Soldiers recuperate in a Civil War hospital.

The American Civil War

The Union Army documented more than 7,800 cases that relate to today's PTSD, using the terms *insanity* and *nostalgia*. Many soldiers were released from service with PTSD-like symptoms, which caused a public outcry and resulted in a War Department order to transfer such soldiers to government hospitals where their families could retrieve them. The term *irritable heart* was applied to cases in which soldiers exhibited symptoms of chest pain, shortness of breath and anxiety.

Commanders, however, viewed soldiers suffering stress symptoms as malingerers or cowards, and, undoubtedly, some desertions can be attributed to PTSD stresses. The treatment for desertion was facing a firing squad. The study of psychology was embryonic at the time; however, in the 1990s, Eric T. Dean Jr. studied the records of 291 soldiers committed to an Indiana hospital for the insane, and his findings correlate their illnesses with the symptoms of PTSD.



U.S. Army

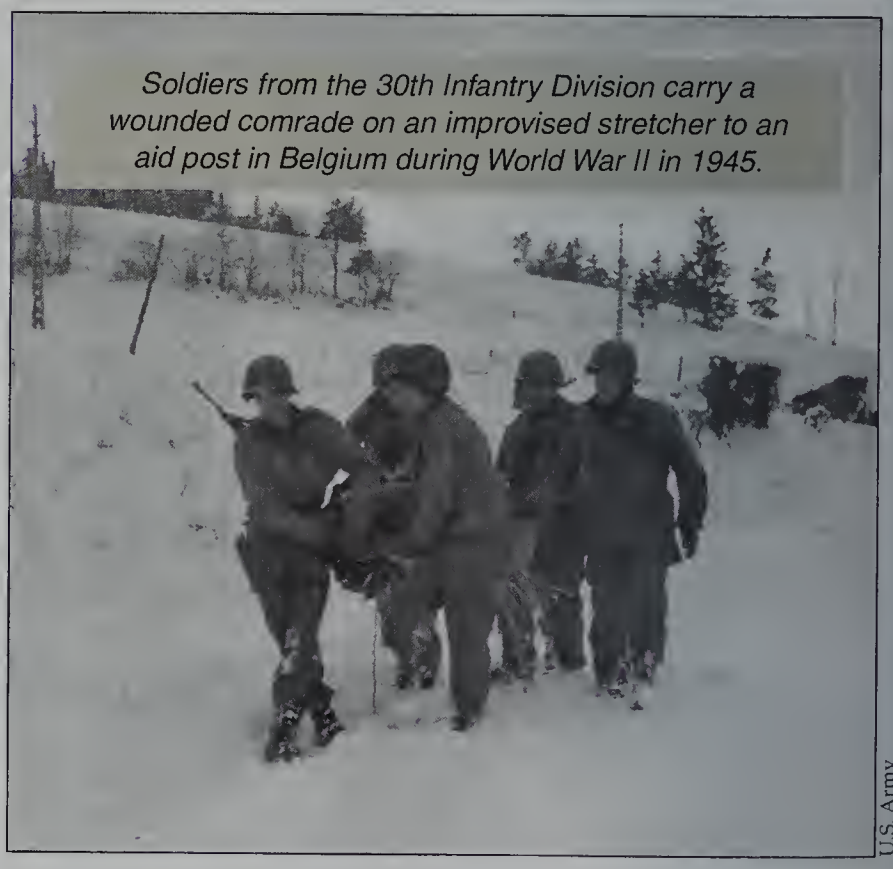
Soldiers unload an American casualty from a World War I ambulance at a 79th Division first-aid station during the Meuse-Argonne operation in 1918.

World War I

World War I exposed soldiers to the massive effects of industrial capacity and prolonged trench warfare. Concentrated artillery barrages pounded trenches over a period of days or weeks, and machine guns raked attacks across no man's land. The term *shell shock* was coined. The British army documented staggering losses to combat stress; nearly 80,000 disability discharges—one-seventh of all British disability discharges—were attributed to shell shock. (See the *Regeneration* trilogy by Pat Barker.)

The U.S. Army adopted a sophisticated, psychological view of shell shock, which eventually became known as war neuroses. Treatment was incorporated into Army doctrine in an echeloned protocol called PIE—proximity, immediacy and expectancy. Proximity called for treating soldiers close to the battle lines. Immediacy initiated quick treatment programs of rest, recuperation and counseling with the goal of returning soldiers to their units. Expectancy was the cornerstone of the treatment protocol, telling soldiers that they were tired—not sick or cowardly—and that they would recover. The PIE protocol was an iconoclastic approach to military psychology, but commanders largely did not share the forward-thinking view and continued to attach a negative stigma to sufferers.

Documented numbers of U.S. combat-stress victims were high. Of the 300,000 disabled American World War I veterans, about 50,000 remained under treatment for psychiatric illnesses some 20 years after the war.



Soldiers from the 30th Infantry Division carry a wounded comrade on an improvised stretcher to an aid post in Belgium during World War II in 1945.

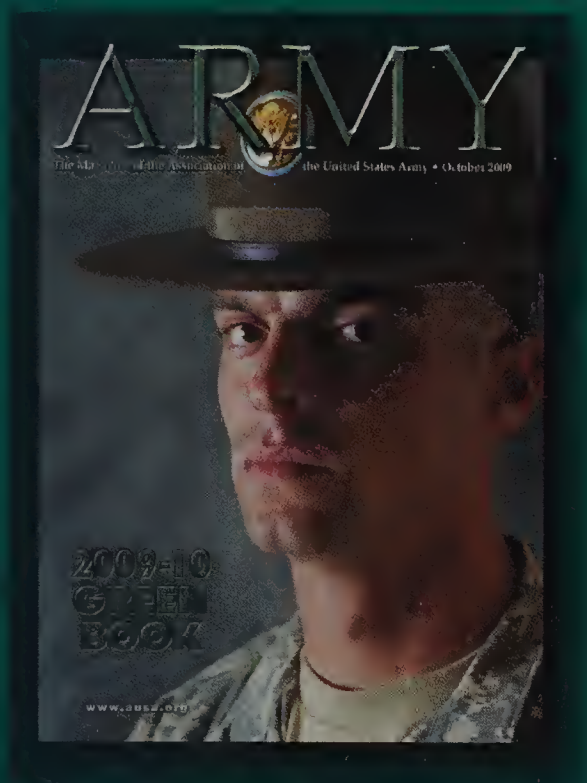
U.S. Army

World War II

Most World War I lessons and progressive notions about combat stress—particularly instituting quick, forward treatment—unfortunately were lost as the conflict started, and a formal treatment protocol was not instituted. In-

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stead, the military opted for psychological screening, thinking it would reduce instances of combat stress by reducing what was seen as susceptibility. Draft registrants who had a history of mental illness were rejected outright, and recruits and inductees were further screened. By the end of the war, about 15 million Americans had been rejected for service.

Screening, however, did not solve the combat-stress problem. As the war progressed, the view was adopted that screening was not the solution and that anyone could be vulnerable to combat stress, given the right circumstances. Treatment was required for individuals along with rest and recuperation for units to help prevent combat stress.

The combat-stress lessons learned from World War II include the following.

- Psychiatric casualties are "an inevitable consequence of life-threatening hostilities."
- Prescreening for psychological disorders will not prevent combat stress.
- Forward treatment, then quickly returning soldiers to their units, is very effective in treating combat stress.
- Unit cohesion is instrumental in preventing and treating battlefield combat stress.

A 2nd Infantry Division soldier wounded by fragments from an enemy shell in Korea is carried to a jeep for evacuation to a mobile army surgical hospital.



U.S. Army

The Korean War

Again, lessons related to combat stress learned in World War I and validated in World War II were forgotten early in the war. Initially, stress casualties were high, and stress victims were evacuated far to the rear instead of being treated immediately in the forward areas. That changed, however, and the precepts of PIE were reinstituted. A rest and recuperation system was adopted for individuals and for whole units, if tactically feasible, to maintain cohesion. From that time, the result was that psychiatric casualties accounted for only about 5 percent of medical evacuations out of the combat zone.



A medevac team unloads wounded personnel from a helicopter during the Vietnam War.

U.S. Army

The Vietnam War

The war in Vietnam was far different from the preceding wars of the 20th century. While the other major conflicts were conventional wars, this was a counterguerrilla war with no conventional front lines or enemy—and all the new stresses that accompanied those factors. The war did have medical advancements that included quick evacuation of the wounded by helicopter, and soldiers often returned to bases between operations, which allowed periods of decompression and individual stress evaluation that led to early diagnosis and treatment. A 12-month tour of duty in the combat area also was the standard, limiting an individual's combat exposure.

Despite forward treatment and rotation policies, however, approximately 19 percent of the servicemembers who went to Vietnam returned with PTSD symptoms.

The legacy of the Vietnam War is the amount of general concern about combat stress disorders that it generated and the long-term tracking and treatment that resulted. It led to a greater understanding of combat stress, its prolonged effects and its overall ramifications.

In 1980, the term *PTSD* was adopted. ★

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MAJ Yun-Hua Fan, U.S. Army

In serving local Afghan nationals, El Salam Egyptian Field Hospital (EFH) has separate inpatient wards for men and women as well as designated male/female days for outpatient care.

By MAJ Yun-Hua Fan

The El Salam Egyptian Field Hospital (EFH), located at Bagram Airfield (BAF), Afghanistan, completed its 13th rotation in November 2009. The EFH was established at BAF in support of Operation Enduring Freedom in July 2003. Task Force 30th Medical Command (MEDCOM) from Heidelberg, Germany, became the first theater medical command in Afghanistan in May 2009, when it assumed tactical control of the EFH.

The primary mission for the EFH is to render free medical care to members of the local Afghan populace who are not eligible for treatment at the American military hospital, the

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MAJ Yun-Hua Fan, U.S. Army

Funded by the United States and staffed by Egyptian soldiers, El Salam EFH also serves as a training site for Afghan health-care providers.

Heathe N. Craig Joint Theater Hospital (CJTH). In addition, the EFH serves as an overflow facility for CJTH. The EFH also participates in the three-month medical training program led by CJTH, which provides locally selected Afghan health-care providers with hands-on rotations through CJTH, the EFH and the Korean hospital at Bagram Airfield. The training program is aligned with the five-year goals of the Afghanistan National Development Strategy for developing Afghanistan's medical infrastructure.

The EFH is staffed solely by Egyptian soldiers and is funded by the U.S. government. The proper funding authority for the EFH was an issue for the Office of the Secretary of Defense. The EFH was originally funded by the Combatant Commander Initiative Fund until the Joint Staff Command deemed that inappropriate. The Overseas Humanitarian, Disaster and Civic Aid program provided follow-on funding for a few years but was also deemed an inappropriate source. As of fiscal year (FY) 2010, Egypt was added to the list of Lift and Sustain-eligible countries, alleviating further funding issues.

Each EFH rotation has approximately 65 Egyptian military personnel, including 10 to 15 physicians and 15 to 20 nurses as well as administrative and security personnel. Each rotation is six months in duration. The EFH provides both inpatient and outpatient services, offering the following clinics: outpatient, orthopedics, internal medicine, obstetrics/gynecology, pediatrics, dental, general surgery and ophthalmology, as well as laboratory, radiology and pharmacy services. Due to cultural needs, the hospital has designated male and female days for care for outpatient appointments and separate wards for inpatient stay. The EFH has treated more than 521,000 patients and performed thousands of surgical procedures since it opened in 2003. On average, the EFH receives more than 200 outpatients and six to 10 patients admitted to the hospital daily.

Task Force 30th MEDCOM has made several improvements to the EFH since May 2009. With the assistance of the CJTH liaison officer, the EFH received more than $1 million in medical supplies in FY 2009. Task Force 30th MEDCOM spent an additional $130,000 to upgrade medical equipment and furniture. Task Force 30th MEDCOM and CJTH completed an inventory of all medical equipment at the EFH in November to better facilitate equipment maintenance.

The FY 2010 operating budget for the EFH is approximately $3 million, which includes hospital operations, medical supplies, equipment, equipment maintenance, food, facility costs and the transportation costs of rotating medical personnel from Egypt to Afghanistan. The benefits far exceed the cost of $3 million to the U.S. government, and the EFH greatly improves the well-being of the people of Afghanistan. ★

MAJ Yun-Hua Fan *is the resource manager of Task Force 30th MEDCOM. He holds advanced degrees in chemistry, finance and business administration.*

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Joint Biological Agent Identification and Diagnostic System

JBAIDS



USAF/TSgt. Jason Edwards

With expanding warfighter benefits that have become increasingly apparent over the past few months, the Joint Biological Agent Identification and Diagnostic System (JBAIDS) is the first Department of Defense laboratory system that can confirm the presence of biological threat agents as well as other infectious pathogens in field environments.

By Scott R. Gourley



USAF/TSgt. Jason Edwards

A biological augmentation team chief tests for the presence of the H1N1 virus by analyzing a sample using the Joint Biological Agent Identification and Diagnostic System at an undisclosed location in Southwest Asia.

The system, cleared by the U.S. Food and Drug Administration (FDA), is designed to provide DoD medical professionals with a means to identify infections in humans as well as to confirm samples identified by fielded biological warfare (BW) agent detectors, such as handheld assay strips carried by individual warfighters. As such, the dual-use (medical and nonmedical) ruggedized system will decrease the severity of a biological attack and enhance the strategic mobility of U.S. forces by giving commanders the ability to rapidly identify exposure to biological warfare and infectious disease agents.

The manportable, reusable system consists of an analyzer, a laptop, and assay test kits and is capable of simultaneous identification of multiple agents and infectious diseases of operational concern. The design is based on commercial polymerase chain reaction technology for rapid identification of BW and other pathogens (for example, influenza viruses) in both environmental samples and clinical specimens.

Initial requirements for JBAIDS were approved by the Pentagon's Joint Requirements Office for CBRN (chemical, biological, radiological, nuclear) Defense in 2003. According to program representatives, that document outlined a requirement for the Department of Defense CBRN defense acquisition community to develop and field a ruggedized biological warfare confirmatory device for joint service operation to detect 14 BW agents of operational interest to the Department of Defense; to process more than 17 environmental and clinical sample types; and to develop and field medical diagnostic kits for all 14 BW agents. Additional requirements included the mandate that JBAIDS consumables (assay detection, diagnostic and extraction kits) could be stored at controlled room temperature (18 to 28 degrees Celsius) for up to 12 months.

Based on those approved requirements, a competitive, full and open acquisition strategy was pursued in 2002 and 2003. The acquisition process included a competitive "fly-off" of seven contractor designs at Dugway Proving Ground, Utah. Idaho Technology was selected to develop and manufacture the JBAIDS device, which evolved from the company's R.A.P.I.D. [Ruggedized Advanced Pathogen Identification Device] System. The resulting contract award was announced in late September 2003.

The U.S. Army serves as the executive agent and product life-cycle manager for the JBAIDS program through the Joint Project Management Office Chemical Biological Medical Systems, part of the Joint Program Executive Office for Chemical and Biological Defense.

JBAIDS improves the battlefield situation for today's warfighters, program management representatives explained, in that the JBAIDS test result provides local, high-confidence answers, allowing rapid decision making and response to a detected biological threat. Characterizing the system as "significantly more sensitive than other fielded presumptive detectors," they added that the presence of biological warfare agents can be confirmed in less than two hours, providing commanders with sufficient time to take action. Without forward-deployed JBAIDS in theater, presumptive positive samples would have to be sent back to military laboratories in the continental United States for agent confirmation, a process that can take 10 to 14 days.

JBAIDS is part of "a tiered approach" in which far-for-

Scott R. Gourley, a freelance writer, is a contributing editor to ARMY.

2010 ARMY Magazine Photo Contest

Sponsored by the Association of the U.S. Army

The Association of the U.S. Army is pleased to announce its fifteenth ARMY Magazine photo contest. Amateur and professional photographers are invited to enter.

The winning photographs will be published in ARMY Magazine, and the photographers will be awarded cash prizes. First prize is $500; second prize is $300; third prize is $200. Those who are awarded an honorable mention will each receive $100.

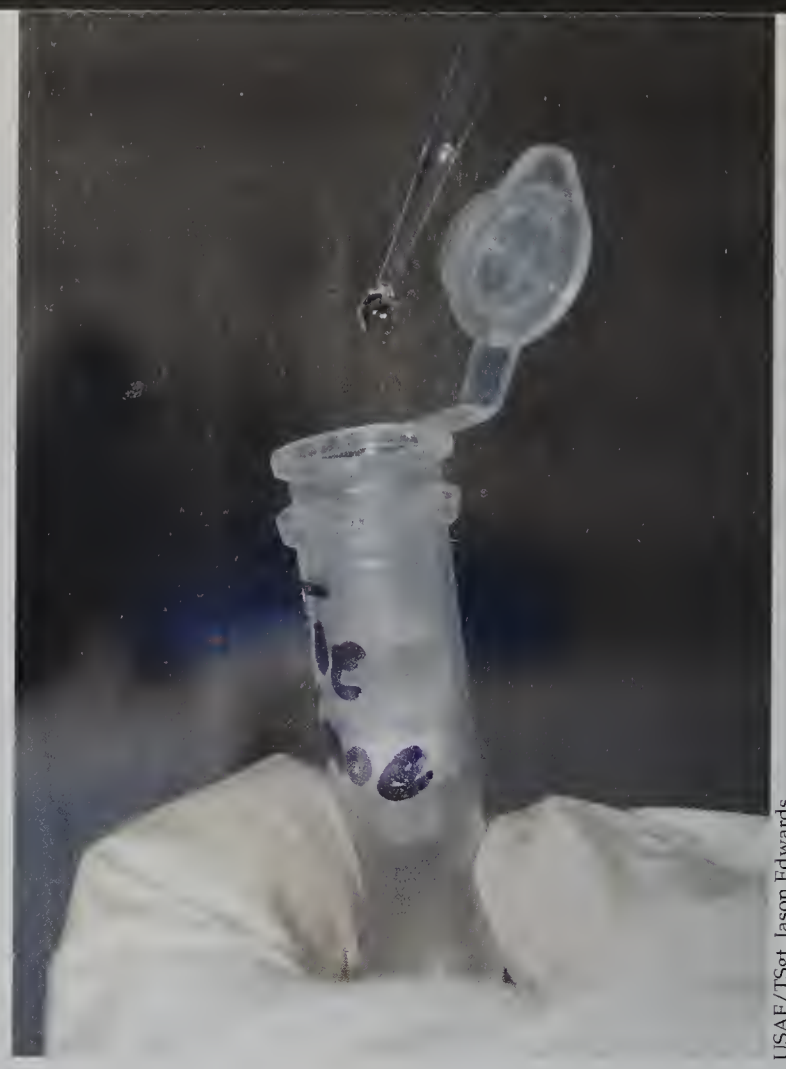
Entry Rules:

1. Each photograph must have a U.S. Army-related subject and must have been taken on or after July 1, 2009.
2. Entries must not have been published elsewhere. Evidence of prior publication of any entry will disqualify it.
3. Each contestant is limited to three entries.
4. Entries may be 300 dpi digital photos, black-and-white prints, color prints or color slides. Photographs must not be tinted or altered. (Send digital photos to jdow@ausa.org.)
5. The minimum size for prints is 5x7 inches; the maximum is 8x10 inches (no mats or frames).
6. The smallest format for slides is 35mm, and slides must be in plastic or paper mounts.
7. A sheet of paper must be taped to the back of each entry with the following information: the photographer's name, Social Security number (for identification and tax purposes), address and telephone number, and caption information.
8. Entries must be mailed to: Editor in Chief, ARMY Magazine, 2425 Wilson Blvd., Arlington, VA 22201-3385, ATTN: Photo Contest.
9. Entries must be postmarked by June 30, 2010. Letters notifying the winners will be mailed in September.
10. Entries will not be returned.
11. Employees of AUSA and their family members are not eligible.
12. Prize-winning photographs may be published in ARMY Magazine and other AUSA publications three times.
13. Photographic quality and subject matter will be the primary considerations in judging.

For further information, contact Jeremy Dow (jdow@ausa.org), ARMY Magazine, 2425 Wilson Blvd., Arlington, VA 22201, (703) 841-4300, ext. 204.

ward tests providing presumptive results that are confirmed by JBAIDS serve as a "silver standard" prior to "gold-standard" testing in a U.S.-based reference laboratory as part of a networked biosurveillance system. As a bottom-line summation, however, JBAIDS' ability "to locally and rapidly confirm a presumptive positive sample" holds the potential to save lives.

Since its initial fielding, JBAIDS has also undergone a continuous product-improvement process designed to expand the system's utility for warfighters. One example of the product-improvement process occurred in 2005, when the FDA approved an assay to detect anthrax in blood and blood cultures; this assay was then incorporated into the JBAIDS platform.



USAF/TSgt. Jason Edwards

Summarizing current program status, program officials point to the delivery of 321 JBAIDS systems to all four military services, along with 68 systems to the Army National Guard and 30 systems to various DoD research laboratories. Deliveries to the Army, Air Force and Marine Corps are complete as of this writing; Navy JBAIDS deliveries to large-deck ships (carriers and amphibious ships) continue and are programmed for completion in fiscal year (FY) 2011.

To date, the JBAIDS program office has developed and fielded 16 environmental surveillance kits for biological warfare agents and three FDA-cleared diagnostic kits for anthrax, plague and tularemia, respectively.

Subsequent to the development of those diagnostic kits, in August 2009, the FDA granted an emergency use authorization (EUA) for swine influenza (H1N1) virus diagnostic capability on JBAIDS. The new capability to diagnose what represented a dangerous, infectious pathogen clearly demonstrated the broad spectrum of system contributions to U.S. commanders.

Three additional JBAIDS diagnostic kits—for Q-fever, H5 avian influenza and typhus—are in various stages of development, and two of these (the Q-fever and H5 avian influenza detection kits) are projected to be cleared by the FDA in the next three to 10 months.

Program representatives said that because of the recent successful JBAIDS swine influenza (H1N1) virus diagnostic kit EUA efforts, DoD provided additional funds in December 2009 to the JBAIDS program office to develop six new JBAIDS influenza-detection kits. This new kit development effort is projected to be completed in 12 to 14 months and will provide the Department of Defense with the same influenza-detection capability for the military community on JBAIDS as the Centers for Disease Control and Prevention in Atlanta, Ga., provides to state public-health laboratories.

JBAIDS program representatives noted that the program office is looking ahead toward the transition to a new JBAIDS design, called the next-generation diagnostic system (NGDS), starting in FY 2012. The NGDS will perform a critical role in an integrated biosurveillance effort across DoD, in coordination with other government agencies. The NGDS will provide military health-care professionals and environmental surveillance teams with a device that is smaller, includes automated sample preparation for bacteria and viruses (biological warfare pathogens and emerging diseases of operational concern) and is connected to the DoD global information grid. In addition, toxin detection is also being explored as a potential capability for this device.

Although specific operational requirements for the NGDS are still in development by the Joint Requirements Office, program representatives say that the inclusion of automated-sample preparation will reduce the NGDS training requirements by more than 60 percent of the current JBAIDS requirement. Today JBAIDS operators must be fully qualified laboratory technicians and must attend a two-week JBAIDS-dedicated course at the Army Medical Department Center and School at Fort Sam Houston, Texas. Planners note that this projected reduction in JBAIDS operator qualification will further expand the NGDS customer base to more forward-deployed soldiers, sailors, airmen and marines who did not meet the JBAIDS requirements in the past.

The NGDS acquisition strategy envisions a full and open competition with industry participants, including testing of multiple contractor prototype designs prior to down-selection to a single design in DoD's engineering and manufacturing development phase, followed by production.

Regarding the significance of JBAIDS to today's warfighters across the joint services, program representatives said that the system "provides local, rapid confirmation of the presence of biological warfare agents. Also, because JBAIDS is an FDA-cleared diagnostic device, JBAIDS can be used by DoD medical personnel at forward-deployed locations (for example, Iraq, Afghanistan, Kuwait and on Navy large-deck ships) to test and aid diagnosis of patients with potential swine influenza (H1N1) virus infections or symptoms for other cleared JBAIDS diagnostic kits (anthrax, plague, tularemia) and other new, emerging diseases."

CompanyCommand

Building Combat-Ready Teams

To: Company Commanders Headed to Afghanistan
From: Company Commanders of Task Force Lethal Warrior (2-12 IN, 4/4 ID)

Facilitating Development and Governance In Kunar Province

Success in the counterinsurgency fight requires us to operate along multiple lines of effort. It's not enough to be solely great warfighters; any security gains we achieve will be short-lived unless accompanied by economic and political progress that reduces the appeal of the insurgents. Although we as Army leaders are very well-trained to win the kinetic fight, we tend to be much less prepared for the challenges of achieving our desired economic and political effects in our areas of operations.

The company commanders of Task Force Lethal Warrior have been fully engaged in COIN (counterinsurgency) in Afghanistan for the past nine months. Their mission has been to work with the Afghan security forces and civilian leaders to separate the insurgents from the people and to connect the people to their government. These leaders have learned some hard lessons and gained some great insights—knowledge they want to pass on to you. Listen in as these currently deployed commanders share their experiences of facilitating economic development and political governance in and around the Pech River Valley, Kunar Province.

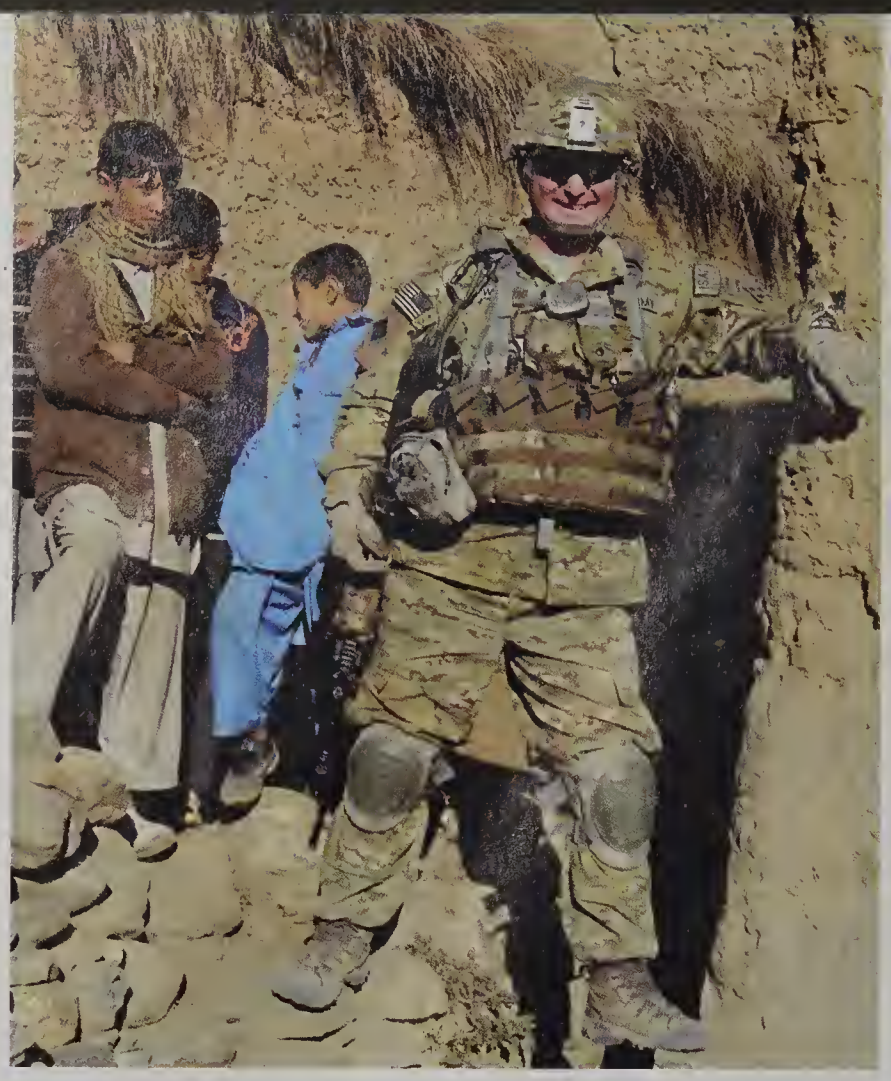
Tim Eastman
CDR, D/2-12 IN
COP Michigan, Dara-I-Pech District

The process for managing development projects has improved a lot since I've been here. When my unit first arrived, we did things as previous units here had; we allowed locals to bring their project requests directly to the COP [combat outpost]. We would decide whether or not to approve a project, and then we'd make a contract and fund it. That had unintended undesirable effects: The process created mini-power brokers among the Afghans who "worked the system"; it wasn't transparent and didn't reduce corruption; and overall it undermined the legitimacy of the Afghan government. Why deal with your own government when the Americans provide what you need?

Thanks to some great work by the USAID [U.S. Agency for International Development] rep who works at battalion headquarters, we are now using a development process that links the Afghan people with their government. Here's how it works. The elders of the local villages start the process by gathering for *shuras* called community development councils (CDCs). The elders hash things out among themselves and prioritize their project requests, which they then deliver to me. As long as their proposals make sense (e.g., they aren't asking for a water well to be drilled on an elder's personal property, nor for more solar-powered lights that tend to quickly disappear from the village and then reappear on the black market), I approve the list and forward it for consideration at the district development council (DDC). In American terms, think of a CDC as a town council and a DDC as a county council. Each CDC elects one of its elders to also serve and vote on the DDC. The DDC is hosted by government officials—the district subgovernor and his line directors. At the



Afghan government officials and civilians meet with U.S. advisors to develop a plan to procure furniture for the Dara-I-Pech District Center in Kunar Province.



CPT Andy White patrols in the Dara-I-Pech District town of Nangalam, second-largest population center in Kunar Province.

DDC, the local government officials and the representatives of the communities discuss and hash out a prioritized project list. Once again, since we're funding these projects, we monitor the process and give the list a common sense check. The DDC-approved projects from my AO [area of operations] are then returned to me for implementation. The large projects are handled by the PRT [provincial reconstruction team]. We contract out with locals and then do QA/QC [quality assurance/quality control] on the smaller (less than $10,000) projects. This process works because it engages the Afghans' traditional form of authority and leadership—the system of elders—to operate seamlessly with the Afghan national government, in a way that all see as fair and productive.

The project-selection process is an example of doing things in ways that are consistent with Afghan culture. Afghan culture is very traditional. The people here are influenced heavily by *pashtunwali*, the customary code of honor that goes back thousands of years. *Pashtunwali* can be frustrating, as when a friendly village provides medical care and protection to a wounded Taliban, but we can also work within *pashtunwali* to make it work for us. For example, a lot of times when we can't come to an agreement with elders on something, we can utilize some of their principles, such as agreeing and disagreeing at the same time, or finding refuge in group approval rather than individual agreements. Another example of leveraging *pashtunwali* is that every time we want to enter a village, we first ask the elders to invite us in, and, once there, we sit down with them for a cup of tea. This basically binds the elders to guarantee our security.

Andy White
CDR, HHC/2-12 IN
FOB Blessing, Dara-I-Pech District

My company is responsible for facilitating development projects and governance in the battlespace right around FOB [forward operating base] Blessing. This area consists primarily of three towns—Manogai, Shalotai and Nangalam. Nangalam is actually the second-largest population center in Kunar Province; it has a bazaar with more than 350 stalls. Along with our partner ANA [Afghan national army] company that lives with us here on the FOB, we conduct daily joint patrols of the bazaar and surrounding villages to maintain security that sets the conditions for economic and political development.

We see our role as facilitating connections between the people and their legitimate government. The people are represented by the villages' elders. The government is represented by the line directors of the Dara-I-Pech district government. There are line directors for agriculture, electricity, water, roads and the like. We are coaching the elders to develop a system for identifying and prioritizing their development requests to the government, and we're working with the government leaders to meet with, listen to and respond to the needs of their people in a manner that is fair and transparent. We are funding the projects, of course, as the Afghan government does not currently have the financial means to meet the development needs of its people.

One project that I'm particularly proud of involved acquiring tables and chairs for the district center. The district center is the place where the local Afghan government works on a daily basis, and it needed furniture. In this case, the request came directly from the government, so there was no need for a *shura*. We received the request for tables and



CPT Shaun Conlin (center) and LTC Brian Pearl meet with elders of the Watapur Valley. LTC Pearl wears his outer tactical vest to express displeasure at having been ambushed en route to the meeting.



CPT Conlin patrols the mountains overlooking the Watapur Valley, where his company's combat ouposts lie along the Pech River.

chairs from the district subgovernor, and we could have purchased them. Instead, what we did was hold a meeting that included the district subgovernor, his economic-development line director, an elder (who is a distinguished carpenter), myself, the civil affairs team chief and a USAID representative. We all sat down and developed a plan that not only would provide the needed furniture, but would also enhance the local economy and strengthen the government's relationship with its people. We arrived at a twofold contract: The carpenter agreed to produce the tables and chairs; he also agreed to train 12 Afghan men as his apprentices while completing the extensive work. As a result, the district center has beautiful new furniture, produced locally, and Nangalam has a growing carpentry industry.

Shaun Conlin

CDR, C/2-12 IN

COP Honaker-Miracle, Watapur District

Our battalion operates a radio station. Coalition forces have distributed thousands of solar-powered radios so we can transmit messages directly to the people to counteract Taliban propaganda, which is spread by word-of-mouth. Our battalion area covers several valleys, and each valley is unique. My company's AO is the Watapur Valley, which often has IO [information operations] requirements that are different from those needed in other valleys. I kept bothering the battalion IO officer to put out messages specific to the Watapur, so battalion eventually decided just to give me my own radio station.

A three-soldier PSYOPS [psychological operations] team established the radio station, and we hired an Afghan contractor to develop and run the programming. In the beginning, I worked with the PSYOPS team to develop and refine our own messages, but we increasingly collaborated with my ANA counterpart; now he is heavily involved and has largely taken over the messaging. The ANA commander goes on the air all the time to explain what the ANA is doing and to disseminate other messages to the people. Every morning, the ANA *mullah* gives his call to prayer over the radio, and now he has started recruiting many of the local *mullahs* to come to the station and air their religious messages. U.S. forces are taking a back seat as the Afghans take over the messaging, and that is great—it's what we want. The format of the station includes a lot of call-in shows. A show will ask, for example, "Do you think the subgovernor is doing a good job?" The listeners' calls provide us valuable feedback on what the people think of the security situation and their government. The locals' comments to Afghan talk-show hosts are probably more honest than what they say to us when we stop to talk with them during patrols. We're seeing an increase in both the number of listener responses and the percentage of responses that are positive toward the government, which I see as positive metrics in an environment where it's difficult to collect tangible metrics.

Kevin Hutcheson

CDR, A/2-12 IN

Operating in Chapa Dara District

We need to be sensitive to the fact that we are asking the people here to adopt some of our ways—things like the rule of law, transparency in government and even our weapons systems—and that requires a level of trust. Afghans need to believe that we understand and respect them and their culture. No one wants to emulate someone who doesn't respect them.

Little things can send big messages. When we first arrived here, we were on a patrol walking through fields. I reminded my Soldiers, "If you had busted your butt for weeks plowing a field and planting your crops, how would you feel if some guy



CPT Kevin Hutcheson speaks with Haji Wazir Gul, the head of shura *for the lower Waygul Valley in Dara-I-Pech.*



On a village patrol in the Korengal Valley, CPT Mark Moretti identifies possible enemy locations for his fire-support officer, 1LT Chris Owens (left), and 1LT Derek Knapp (center).

from another country came through and stepped on them when he could have easily avoided them? You'd be pissed off, right? Don't be 'that guy.'" It's really the Golden Rule—treat the people the way you'd like to be treated if you were in their shoes. For example, when we are in the United States, we don't walk over someone's grave unless we have to; it's a matter of respect. We owe Afghans the same respect when we patrol in and around their (clearly marked) cemeteries. One always has to take the Afghan culture into consideration here; might doesn't always make right. Just because we have bigger and more technological weapons than they do doesn't mean that we can come in and trample on 3,000 years of tradition, and it shouldn't surprise us when they fight to preserve their customs. The majority of the people here are poor, and their customs are all they have; they will protect them.

There are some matters of respect that are unique to the culture. For example, it's rude to walk in front of someone who is praying toward Mecca. That's not something I learned growing up; that's something I learned here from my interpreter. Our interpreters are great sources of knowledge about the culture. I recommend any unit coming into country to seek out their best interpreter and have him give you a class on local customs and traditions (because they are different in different regions of the country). Remember, these interpreters are not just here to translate for us. They understand that they are cultural advisors as well. Listening to them, in most cases, will save our Soldiers not only time and frustration, but possibly their lives.

Mark Moretti
CDR, B/2-12 IN
Korengal Outpost, Dara-I-Pech District

The Korengalis view themselves as separate from everybody else. I don't think they see themselves as part of the nation of Afghanistan. They speak their own language. They want nothing to do with and have nothing to do with anyone outside of the valley. Given that baseline, I knew it would be a challenge to connect the people here with the government.

My plan coming in was to patrol aggressively to push the Taliban farther back into the hills, thus separating the people from the Taliban so we could connect the people to the government through development projects. We have patrolled very aggressively—more than 600 dismounted patrols so far, more than 200 firefights, some 2,000 fire missions—but the Taliban still has influence. The reasons are twofold. First, even though we patrol aggressively and maintain five outposts, we cannot be everywhere all the time; the Taliban can always return at night and threaten those who work with us. Second, the people here have an incestuous relationship with the Taliban. I may be speaking to an elder whose brother or son is a fighter. He's not going to give me information that is going to enable me to kill his family member.

Early in the deployment, we built a health clinic and worked on other projects, but we didn't get the cooperation we needed in terms of security. Once we concluded that the Korengali elders were not willing to stand up to the Taliban and engage with the government of Afghanistan, we ceased all funding for development projects. My men have done incredible work to give the people in the Korengal Valley an opportunity, but the people have to be willing to help themselves.

Every province, every district and every valley in Afghanistan is unique. The Center for Company-level Leaders has recently launched an initiative to create a geographically based "continuity file" to connect company commanders and platoon leaders who have served or will serve in Afghanistan. The information will be organized by Afghan province and district. If you are willing to contribute, please contact robert.c.stanton@us.army.mil or brett.w.martin@us.army.mil.



BECOME A HERO TO A HERO



PFC Matthew Zajac, US Army, 2nd Infantry Division, Fort Carson, Colorado and his father, Mike, photographed at a Fisher House in San Antonio, Texas.

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AUSA Sustaining Member Profile

Corning Incorporated

Corporate Structure—Founded: 1851. Chairman and CEO: Wendell P. Weeks. Corporate Headquarters: One Riverfront Plaza, Corning, NY 14831. Telephone: 607-974-9000. Web site: www.corning.com.

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Corning Incorporated

Corning has manufactured glass panes for every manned spaceflight in American history.

Corning has a rich heritage of supplying advanced optical technologies to many government and military projects. In fact, the company has been involved with the American space program from the beginning. Corning has provided the window glass for every manned spacecraft mission and the International Space Station. These windows are no ordinary household glass panes; the materials are designed to resist radiation darkening, protect against ultraviolet energy, maintain a low coefficient of thermal expansion and provide good optical homogeneity for general viewing.

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Corning also produces ground-based and airborne sensor systems that protect military troops. Next-generation technologies of hyperspectral-imaging systems enable military defense applications to perform advanced spectroscopy within an image. These systems are deployed by the U.S. military to enhance real-time image capabilities for ground troops. For example, hyperspectral-imaging systems enable advanced vehicle identification. Looking through the system lens, the operator not only receives a clear long-range view of the target, but, through a spectral scan, can also determine unique characteristics of the target, like the type of paint on the vehicle. In addition to target recognition, this type of technology is helpful for camouflage detection.

A recent success is the manufacturing of optical sensors for aircraft defense systems, which protect against portable shoulder-launched missiles. The system is used to detect specific wavelengths of electromagnetic radiation given off by missile exhaust. The system cues and initiates defensive countermeasures such as flares, chaff or lasers to protect an aircraft by diverting or blinding the missile. These optical sensors are currently used on U.S. military aircraft and are being considered for use by the U.S. Department of Homeland Security as a missile warning system on commercial airlines.

The optical applications Corning develops for the military also meet the needs of a broad array of markets including the display, semiconductor, vision-care, industrial/commercial and telecommunications industries. For example, the optical-sensor systems that Corning produces for the U.S. Army are similar to the technologies that the company produces for medical-imaging applications. Systems equipped with precision optics are used by opticians for retinal screenings. This same technology can detect the early onset of diabetes. High-tech optics also enable noninvasive imaging methods like optical coherent tomography, which manipulates the depth of focus on the wavelength of light, allowing medical doctors to see below the skin to examine blood flow and other subsurface phenomena. In addition, Corning's specialty fiber solutions are widely deployed in fiber-optic gyroscopes and navigation systems, and also play an integral role in optical amplifiers, transmission lasers and external modulators.

At Corning, the culture of innovation runs deep. However, none of these advances in science and technology would be possible without the proper investment of resources by the company. As a demonstration of Corning's commitment to research and development, the company continues to invest approximately 10 percent of its revenue into research and development each year. Corning continually evaluates existing technologies, areas of ongoing research and lessons from key business markets to address the critical needs of today and tomorrow.

Time and time again, the company's breakthrough, life-changing innovations have proven that, if it is possible, Corning will make it real. The next great innovation is within Corning's grasp.

Soldier Armed

Tactical Medevac Ambulances: New Capabilities for New Battlefields

By Scott R. Gourley

The MRAP [mine resistant ambush protected] ambulance provides increased protection to our crews and patients. To make the MRAP ambulance the most capable ground ambulance in the Army today, we integrated spin-out technology from the Future Combat Systems medical vehicles. The combat medic is now able to leave the forward operating bases to conduct medical evacuation missions and can provide world-class en route care to wounded soldiers. The AMEDD [Army Medical Department] also developed casualty evacuation kits for both the MRAP and Humvee ambulances to increase capability. These efforts provided the combat medic with field ambulances built for survivability in the challenging environment of asymmetric warfare.

—LTG Eric B. Schoomaker, The Surgeon General of the Army and commander of U.S. Army Medical Command (statement before the U.S. House of Representatives Committee on Appropriations Subcommittee on Defense, May 21, 2009)

Just as they have with U.S. combat systems, the realities of today's asymmetric operational environments have prompted the development of entirely new approaches in tactical medical evacuation ambulance platforms. Evidence of the evolving roles that these tactical ambulance platforms play within tactical combat casualty care appears in several recent emerging and pending activities across several platform families. The Army's high-mobility multipurpose wheeled vehicle (Humvee) ambulance fleet, for example, includes both two-litter (M996) and four-litter (M997) ambulance boxes integrated on the highly mobile and versatile Humvee chassis. (A third variant, the M1035, is a two-litter version developed for the U.S. Marine Corps.)

Almost 4,000 Humvee ambulances have been fielded to date, serving the U.S. Army and U.S. Marine Corps in performing ambulance missions with mobility adequate to support engaged forces. Humvee ambulances are currently in service in Kuwait, Iraq and Afghanistan, although the majority of their tactical support occurs at forward operating bases (FOB), due to a limitation of ballistic protection.

"The primary vehicle in the Army's Humvee ambulance fleet is the four-litter ambulance," explained Patti Grashik, deputy product manager for light tactical vehicles within the Program Executive Office for Combat Support and Combat Service Support (PEO CS&CSS). "I hate to say that the M997 provides a level of protection because, based on today's threat, it really is almost nothing. At the time it was fielded, more than 15 years ago, it provided some ballistic protection to the crew area. In today's time frame, that means absolutely nothing.

"There are a number of the [M997s] in theater," she added. "As a result of their lack of ballistic protection, most of them are not allowed 'outside the wire.' They mostly remain within the FOB."

According to Tony Shaw, deputy project manager for tactical vehicles within PEO CS&CSS, the biggest challenges involve the physical balance between the amount of armor that needs to be added and the size of the ambulance shelter area requiring armor. "With the Humvee chassis, we are putting all of the fragmentation kits on it and armoring it for increased survivability," Shaw said. "Because of that, we had to increase suspension, so the Humvee itself weighs a lot more now than would ever have been contemplated 15 years ago. Then, if you looked at the sheer volume of an ambulance 'box,' you couldn't really armor it, given payload restrictions. You just can't armor that box and the cab of a Humvee—that's the dilemma."

Shaw and Grashik pointed to one urgent response to the dilemma, which involved the rapid conversion of some M1114 Humvee up-armored armament carriers to an ambulance configuration, equipping them with litters for casualty evacuation missions. "They wanted something quickly that could go off FOB," Grashik said. "So we converted an M1114 specifically to support Operation Iraqi Freedom (OIF) operations."

Another near-term solution to the armor dilemma involves the development of mine resistant ambush protected ambulances, as noted in LTG Eric B. Schoomaker's congressional testimony. According to a spokesperson for the MRAP Vehicles Joint Program Office (JPO), MRAP ambulance variants were a response to "an overarching theater requirement for dedicated ground medical evacuation platforms. This need was articulated in a 2005 joint urgent operational needs statement, which called for an ambulance that met the survivability requirements to go 'outside the wire.' The MRAP ambulance variants allow protected medical care to be provided at or near the point of an incident."

There are two MRAP ambulance variants: the BAE Heavy Armored Ground Ambulance, or RG33L, and the Navistar MaxxPro Plus Ambulance. Based on U.S. Central Command requirements, the JPO began fielding MRAP ambulances to Operation Enduring Freedom (OEF) in January 2008.



Lockheed Martin



Oshkosh Truck Corporation

Lockheed Martin's joint light tactical vehicle Category 'C' four-litter ambulance prototype (left) features optimized packaging of medical equipment for ease of en route care as well as an ergonomic workstation and easy-access cab pass-through. Oshkosh Truck unveiled two new developmental platforms, including the MRAP all-terrain vehicle ambulance (right), at the AUSA Winter Symposium and Exhibition in February.

As of mid-March 2010, there have been 166 ambulances shipped to OEF; of those vehicles, 154 have been fielded.

Army Medical Department (AMEDD) personnel were involved in outfitting and configuring the current MRAP ambulances based on vehicle differences and lessons learned from OIF/OEF combat situations. Both MRAP ambulance variants are designed to be easily reconfigured to accommodate a mixed patient load, employ powered litter lifts that aid the medic by mechanically raising and lowering the upper litter berths, and can be configured by trained medics to accommodate litter and/or ambulatory casualties.

In addition, though not a new technology, the oxygen concentrator in the MRAP ambulance configuration is being employed for the first time in ground ambulances by AMEDD. While AMEDD equipped the MRAP ambulances to perform the doctrinal mission profile of ground ambulances, employing units may have increased the vehicles' capabilities in accordance with their commanders' intent and guidance.

Along with the MRAP ambulances now being fielded, supporting contractors have developed new tactical ambulance options. Oshkosh Truck, for example, at the recent AUSA Winter Symposium and Exhibition in Fort Lauderdale, Fla., highlighted two new developmental platforms, including a new ambulance variant option based on the new MRAP all-terrain vehicle (M-ATV) chassis.

Grashik also noted a tactical ambulance requirement within the joint light tactical vehicle (JLTV) program. "JLTV has a requirement for both a two-litter ambulance and a four-litter ambulance," said LTC Wolfgang Petermann, Army product manager, JLTV. Although the JLTV is still in the technology development (TD) phase, LTC Petermann says that program representatives have already started exploring an armored ambulance shelter for the vehicles.

"Of course, some weight challenges come with that," he said. "So we are working on the two-litter ambulance first. In fact, right now the JLTV program is working with the University of Delaware Center for Composite Materials, U.S. Army Medical Command, and the Tank Automotive Research, Development and Engineering Center to develop an armored ambulance shelter during the TD phase of JLTV to integrate into our Category 'C' vehicle. Our intent is to take delivery of a composite shelter in August, and then have the armor delivered for that in November, so that we can do some ballistic testing.

"It will be a demonstration of the achievability of weight and that the volume of the structure can withstand the weight," LTC Petermann continued. "It won't be a functioning ambulance. It will have the space inside the shelter for that, but at this point, I just need to make sure I can get the weight within the allowable range and within the protection levels."

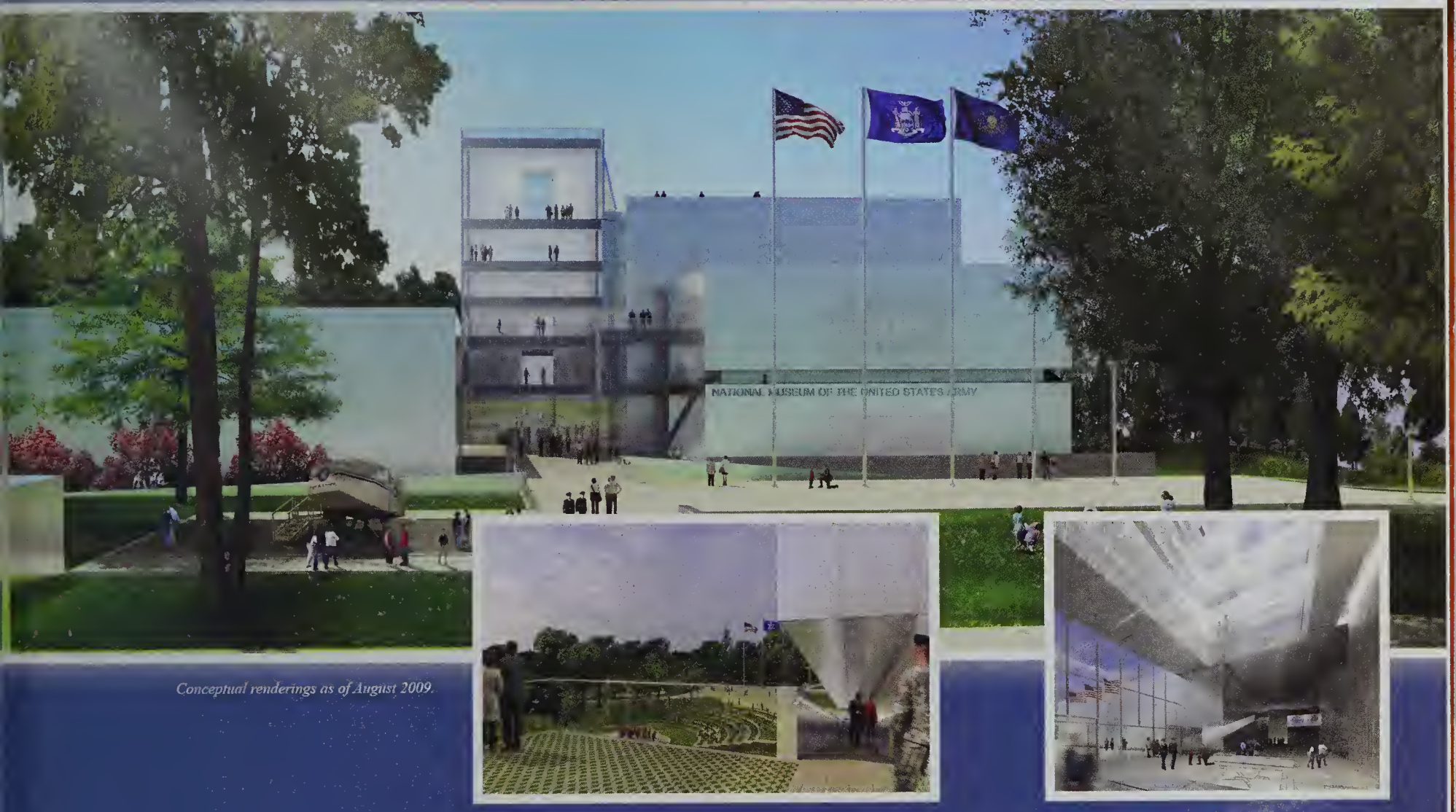
Noting the different concepts being developed by the three contractor teams, he added, "At this point, we are making a shelter that will be designed generically to fit all three of them. It won't be a perfect size for any particular one, but it will give enough of the concept to see if we can armor it, how much it weighs and how to handle power integration, litter lift and things like that. We need to see if we can accommodate all of these requirements within the weight target that we have, with protection levels.

"So we'll do the two-litter first. As we continue to refine that and work on lighter-weight armor, then we will continue to work on the four-litter ambulance. The challenge is that it's a very large area to armor, so the weight becomes an issue. To keep [armor] on a light vehicle is not an insignificant challenge," LTC Petermann said.

Meanwhile, fleet managers at Product Manager (PM) Light Tactical Vehicles are working to meet service needs across the operational spectrum. Specifically, in recognition of its expanding peacekeeping and disaster-relief commitments, the U.S. Army National Guard has recently requested 500 Humvee ambulances to support homeland security and defense missions. To fill this need, PM Light Tactical Vehicles intends to deliver a new ambulance variant—the M997A3—a four-litter ambulance box integrated onto the Humvee expanded capacity vehicle (ECV) chassis. Although it still won't support a fully armored configuration, the ECV chassis will allow the M997A3 to provide the latest upgrades in power, payload and performance. ★

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Reviews

Tracing Arlington's History

On Hallowed Ground: The Story of Arlington National Cemetery. *Robert M. Poole. Walker & Company. 320 pages; black-and-white photographs; index; $28.*

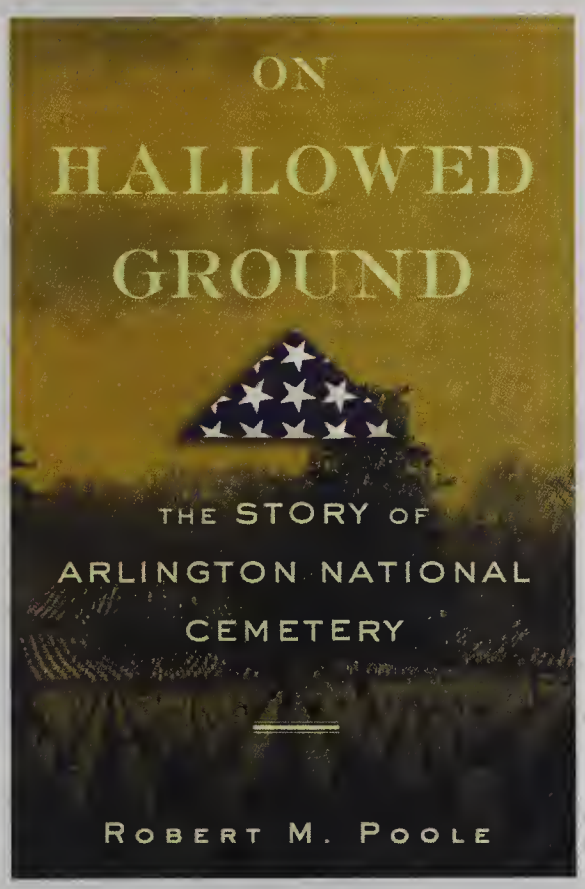
By Nancy Barclay Graves

On the rolling hills across the Potomac River from Washington, D.C., lie more than 600 acres of hallowed ground known as Arlington National Cemetery. Once the quiet burial place of Civil War dead and career military families, now people come from across the nation to bury those dear to them—those who have served honorably in our nation's military. Now it is indeed a national cemetery, and author Robert M. Poole has done us a great service in tracing its history and development in *On Hallowed Ground.*

A writer and editor, Poole has contributed to many periodicals, including *National Geographic* and *Smithsonian.* His previous book is *Explorers House: National Geographic and the World It Made.* Living in Virginia near Arlington National Cemetery, he is drawn to this beautiful and historic site, like so many who live nearby. His narrative serves as a companion to Rick Atkinson's recently published, stunning picture book *Where Valor Rests.*

George Washington Parke Custis, grandson of Martha Washington, began construction of Arlington House in 1802, on the 1,100-acre site he had inherited from his father. His mansion sat on the highest ground with a magnificent view of the Potomac River, beyond which the new capital city of the new nation was being built. The Virginia land was fertile and was farmed by the many slaves who lived on the property. In 1831, his daughter Mary Custis married a young West Point graduate, Robert E. Lee. Until 1861, Arlington was their cherished home.

Everything changed with the dawning of civil war. Lee resigned his commission in the U.S. Army, offered his services to his beloved state of Virginia, and departed to Richmond. Mary Lee was forced to leave Arlington a month later. It was soon occupied by Union soldiers.



The story of Arlington from that time to the present day is well told by Poole. He traces the history of the Civil War as it affected Washington and Arlington, describing the battles fought so near that the cannon could be heard at Arlington. These battles created untold casualties, many of whom were transported by boat up the river to Washington, frequently unloaded in a heartless fashion and put in makeshift hospitals when the city hospitals became full. When the cemeteries of the city also became full, Arlington was seen as a solution.

Montgomery C. Meigs, who graduated from West Point seven years after Lee, was Quartermaster General of the Union Army and commanded the Union Army garrison at Arlington House. He saw the value of the heights of Arlington, and—moved as much by necessity as by vindictiveness toward Lee, whom he regarded as a traitor—proposed the use of the property as a cemetery.

Poole writes that after the land was purchased by the federal government at auction in 1864, Meigs viewed "the rolling hills and grand views [as] an irresistible canvas for his artistic impulses." There are some massive grave markers—boulders, obelisks, even a cannon. A still-standing large red arch honoring George McClellan, a popular but unsuccessful Union general, for many years marked the gateway to the cemetery until the cemetery expanded. The inscription on the arch evokes the flowery language of the time, but so well describes Arlington: "On fame's eternal camping ground/Their silent tents are spread,/And glory guards with solemn round/The bivouac of the dead."

Not until 1883, however, was the title to Arlington legally conveyed to the federal government by Robert E. Lee's son, G.W. Custis Lee, who had fought in the courts for return of the property. Winning the title before the Supreme Court, he then conveyed that title to the nation. As an interesting sidebar to history, it was Secretary of War Robert Todd Lincoln, son of President Lincoln, who accepted the title to the property on behalf of the nation; Robert Todd Lincoln is buried at Arlington.

In time, part of that land became Fort Myer and part the cemetery. By the late 1800s, more than 19,000 servicemen had been buried at Arlington, including Meigs himself, who died in 1892 and was buried near Mrs. Lee's garden.

The brief Spanish-American War had an impact on Arlington. While only 460 Americans died in the fighting, 5,200 died from disease, and an-

other 4,300 died in the ensuing insurrection in the Philippines. Identifying each casualty, returning him home and giving him proper burial became first priority. Many innovations emerged to identify the remains; from these efforts would come the "dog tag."

So that Arlington would represent all our wars, some of those who served in the Revolutionary War were reinterred there. Preeminent among them was Pierre L'Enfant, who served on GEN George Washington's staff and became the architect of the city of Washington. His prominent memorial overlooks the city he designed.

Every person buried in Arlington has a story. Poole has captured the stories of many long remembered—and others long forgotten—who, through the years, found places of honor at Arlington. I wish that he had included more. One of the stories is that of Revolutionary War BG James Lingan, who was beaten to death on the streets of Baltimore for opposing the War of 1812. Another is 1LT Thomas E. Selfridge, killed at Fort Myer in 1908 in a plane piloted by Orville Wright as it crashed before a stunned crowd of military dignitaries assessing the Wright plane for military use.

By World War I, identification of remains had become more sophisticated, but some bodies remained unidentified. Poole tells the history of the Tomb of the Unknowns, including 1st Lt. Michael Blassie, the Vietnam Unknown. He describes the unceasing toil of the Defense Department Joint POW/MIA Accounting Command in Hawaii, working so that there will never be another Unknown.

During World War II, temporary barracks in the bottom lands east of the McClellan gate housed military personnel stationed at the War Department. The location of the Pentagon itself was determined by the location of Arlington National Cemetery.

The cemetery is ever-changing. In 1950, interments had reached 70,000; today there are more than 300,000. The original 200 acres, now more than 600, will be increased to more than 680 acres by annexing adjacent federal land. It is projected that 400,000 graves will fill the cemetery by 2060.

In *On Hallowed Ground*, Robert Poole has given us a well-researched look at Arlington National Cemetery, tempered with warmth and reverence. In very readable, journalistic style he also reviews our nation's history, as Arlington is a microcosm of the American story. All that has happened since 1775 is represented at Arlington—it is indeed hallowed ground.

Nancy Barclay Graves is a freelance writer who lives in Arlington, Va.

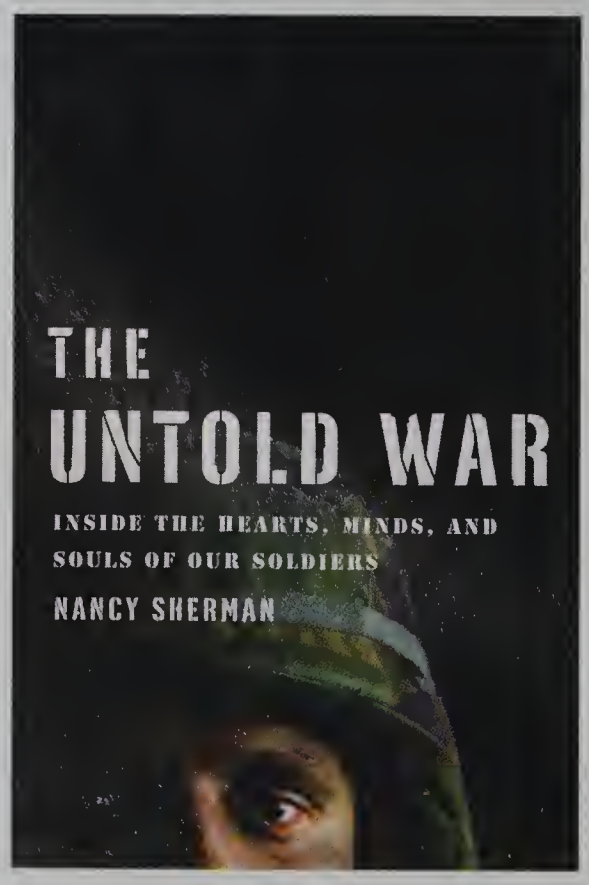
Fighting the War Within

The Untold War: Inside the Hearts, Minds, and Souls of Our Soldiers. *Nancy Sherman. W.W. Norton & Company. 352 pages; black-and-white photographs; index; $27.95.*

By Rick Zollo

Early in *The Untold War*, Nancy Sherman refers to Aristotle's *Poetics* concerning the definition of tragedy. In Sherman's words, "The performance of tragedy enables an audience to learn through *mimesis*—through imitation and vicarious experience. ... [T]ragic drama requires an empathetic identification expressed in the cathartic feelings of pity and fear. The ... moment of ... clarity occurs when an audience grasps that a good and decent person ... falls not through moral depravity but through an unwitting error or choice" that could also happen to them.

Sherman uses Greek philosophy to explain her subject: the inner war soldiers fight when they return from battle. Her training in philosophy and psychoanalysis gives her perspective its unique approach. A professor at Georgetown University, she lectures on resilience, trauma and military ethics. In a previous position, she



taught at the U.S. Naval Academy as the inaugural Distinguished Chair in Ethics. *The Untold War* places today's soldiers in the continuum of history, which Sherman has explored in previous books. (Sherman refers to all of her subjects as *soldiers*, regardless of their branch of service.)

In one of her books, *Stoic Warriors: The Ancient Philosophy Behind the Military Mind*, Sherman defines *military stoicism* as a philosophy that teaches notions of self-discipline, self-sacrifice and service to a higher cause. She builds from this in *The Untold War*, based on testimony from more than 40 subjects, many of whom she met while teaching and visiting Walter Reed Army Medical Center.

The Untold War's tight structure controls reader response. The book begins with a prologue defining the action and laying out Sherman's main theme: how soldiers deal with inner war experiences tempered by time and subject to rational and irrational feelings. Section 1, "Becoming a Warrior," introduces her subjects and quotes their testimony about difficulties of making the transition from civilian to military life. They are trained in the art of war, taught that war may force them to kill or be killed, and focus their attention

on cause and comrade. Section 2, "The Battlefield of Emotions," delineates what soldiers encounter on the field of battle, including actions that come from reflexive responses to warfare often fought among civilian populations. In section 3, "The War After the War," Sherman brings readers full circle, as her subjects return to civilian life and struggle with difficult emotions.

Some of the issues plaguing her subjects include feelings of sorrow, anger, revenge, guilt and a sense of betrayal. Sherman discusses the problems of fighting in "just" versus "unjust" wars, citing the Gulf of Tonkin incident that precipitated the Vietnam War as a prime example. When defining post-traumatic stress disorder—commonly known by its acronym, PTSD—Sherman gives statistics showing that PTSD compounds after multiple tours of duty. While most of her subjects' war wounds remain hidden, others have to deal with physical injuries as well.

Sherman's method of mixing philosophy with personal accounts makes her perspective unique, but it can also create reader detachment. Much of *The Untold War*'s first three sections reads as a textbook aimed at college students learning about veterans' issues in light of the philosophic nature of war. Reader response changes when Sherman comes to her epilogue, "In Memoriam: Ted Westhusing."

Ted Westhusing is introduced early in the narrative as Sherman's friend and colleague, a West Point graduate who served in the military and later turned to teaching. Readers learn that Westhusing chose to return to active duty and died in Iraq. That his death was a suicide comes as no surprise to the reader, but because Sherman stops switching between philosophy and personal testament, her epilogue gains emotional power, and Westhusing becomes the book's tragic hero.

Westhusing goes to Iraq with noble intentions. He wants to serve his country in battle, but his work involves training Iraqi soldiers to take responsibility for their country's destiny. He also works with private contractors who serve for personal profit. Iraqi indifference and private contractor corruption drive Westhusing to his desperate final act. Lost over what to do, he takes his life using his service revolver.

In Aristotle's *Poetics*, the Greek philosopher makes the distinction between history and drama. Drama is the higher form because its action on stage shows us what may happen, while history merely recounts what has already happened. While readers may realize *The Untold War* is history, by dropping her philosopher's guise and using the dramatic mode, Sherman allows readers an emotional response while witnessing another example of war's terrible waste.

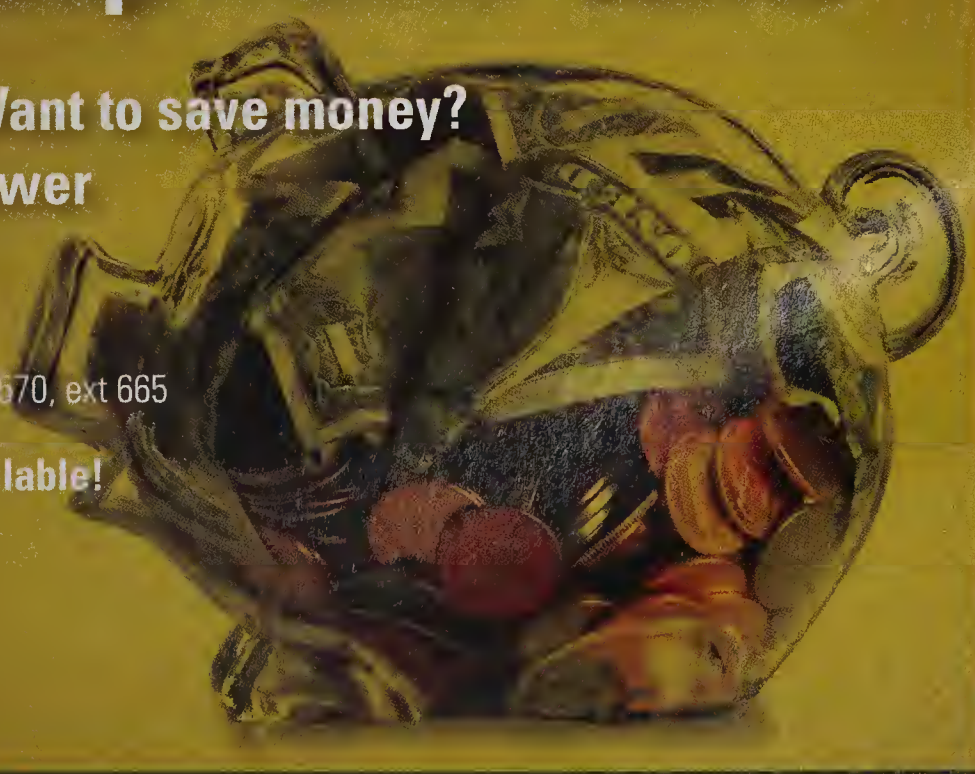
Rick Zollo *is a freelance writer from Iowa City, Iowa. His work has appeared in the* Chicago Review, Shenandoah, CommonQuest, *militarylifestyle.com and other publications.*

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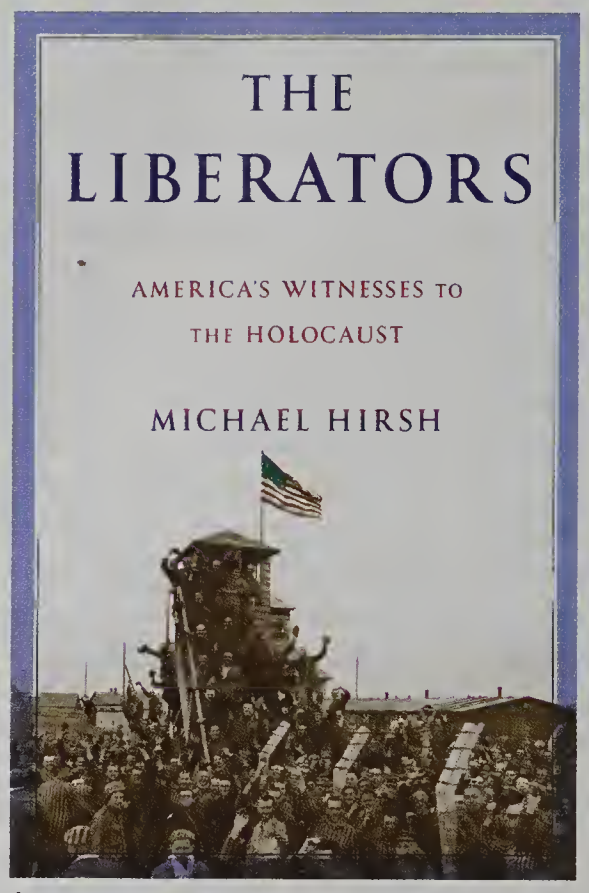
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Varied Fare

The Liberators: America's Witnesses to the Holocaust. *Michael Hirsh. Bantam Books. 384 pages; map; black-and-white photographs; index; $27.*

In the spring of 1945, Allied forces were closing in on the German army. The Nazis were desperately trying to cover up the atrocities taking place in their concentration and slave-labor camps, burning the dead and moving inmates via crowded trains or forced marches to camps farther from the front. Few of the approaching GIs understood the true nature of the concentration camps. As one former soldier recollects, his concept of a concentration camp was "a jail facility where you hold people … that didn't mean that they're killing fields." Another veteran recalls pushing deeper into Germany, hearing "rumors that they had slave labor … in factories and they fed them enough to keep them working … we'd run into a lot of that." Very soon, their preconceived notions would be shattered.

It was early April when American troops came across Ohrdruf Nord, a subcamp of Buchenwald; it was the



first camp discovered by American forces and contained hundreds of dead bodies as well as weak, starved survivors. The GIs were shocked and confused; one lieutenant colonel slowly realized the purpose of the camp after seeing the emaciated prisoners, dead bodies and finally the disposal pits: "The pattern emerges. You now know what this is. … You never heard anything about it, and then suddenly you're confronted with it. … It makes an impact that is unforgettable."

Michael Hirsh's *The Liberators* tells the story of the liberation of Ohrdruf Nord and other camps by the American Army, based on eyewitness accounts of U.S. troops, nurses, a volunteer ambulance driver, American prisoners of war and inmates who later became U.S. citizens.

Hirsh, a former journalist and producer who was a combat correspondent with the Army's 25th Infantry Division in Vietnam, puts the reader alongside the U.S. soldiers during their march across Germany and the liberation of various camps. As each camp is liberated, observations and recollections from different witnesses are interspersed with historical information. Horror and disbelief permeate the accounts. One corporal wrote of the slave-labor camp Ahlem: "Our troop had just come through six months of bloody battle, but what we were seeing here made us sick to our stomachs and some even cried." After ministering to surviving prisoners at Dachau, a chaplain wrote home: "Nothing you can put in words would adequately describe what I saw there. … All stories of Nazi horrors are underestimated rather than exaggerated." *The Liberators* includes brief biographical data on the soldiers interviewed and examines how their backgrounds affected their experiences at the camps; for example, many of the Jewish veterans explain how entering the camps had a special meaning for them, and a German-American veteran remembers the difficulty he faced in reconciling what he saw at the camps with his German heritage.

Once inside the camps, the Americans tried to help the surviving inmates as best they could, but many didn't know how. They couldn't even feed the inmates, as their bodies could no longer handle food. Some of the

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veterans interviewed recall giving inmates clothes from nearby towns, and more than a few admit that they didn't intervene when inmates found and attacked escaping SS guards. The GIs were infuriated by what they saw; their anger was directed not only at the Nazis, but also at the townspeople who claimed ignorance of what was going on in the camps.

Most soldiers couldn't stay in the camps for long—they had orders to keep chasing the German army. After the troops left, it was the job of medical personnel to try and save those inmates who weren't beyond help. It was a formidable task—sometimes it was difficult to distinguish the living from the dead. A former orthopedic surgical technician with the 120th Evacuation Hospital recalls: "As bodies were brought into a barracks ... it was my task to determine if there were heartbeats." Nurses had to separate "the living from the half-living from the dead." A former nurse with the 127th Evacuation Hospital at Dachau remembers being overwhelmed: "We couldn't even stop to think, because there are so many hundreds and hundreds of people." Many of the doctors present were surgeons, not experts in infectious disease or internal medicine. Despite the best efforts of the medical personnel, thousands still died after liberation.

GEN Dwight D. Eisenhower, deeply affected by his visit to post-liberation Ohrdruf, issued an order for American units not actually on the front lines to see the camp: "We are told that the American soldier does not know what he is fighting for. Now, at least, he will know what he is fighting against." In Ohrdruf and other camps, soldier after soldier came to that realization. One soldier wrote home after liberating Dachau, "Now I know what this war is all about ... why we are fighting. ... I'm proud to be one of the many who finally helped free those poor souls." Another veteran whose unit remained in Mauthausen for weeks after its liberation tells Hirsh, "We're just glad we got there when we did ... and we felt pretty good about things improving." Even those soldiers who could not remain at the camps left the inmates with hope—hope that food, medication and clothes were on the way.

The Liberators does not leave off with the end of the war—it examines the effects of witnessing the Holocaust, felt for years afterward. The former soldiers, nurses, prisoners of war and inmates interviewed by Hirsh were affected to some degree by what they saw or experienced in concentration camps for the rest of their lives. One veteran was married more than 50 years before finally discussing what he saw with his wife: "I had to talk to somebody ... You can't forget something like that. It leaves scars on you." Many of the veterans have experienced flashbacks, nightmares, guilt and rage, and are now seeking treatment for what today we recognize as post-traumatic stress disorder—after the war, such reactions to combat weren't recognized or understood, and help wasn't readily available. Others consider what they experienced as an opportunity to educate future generations and prevent another Holocaust by speaking to school groups.

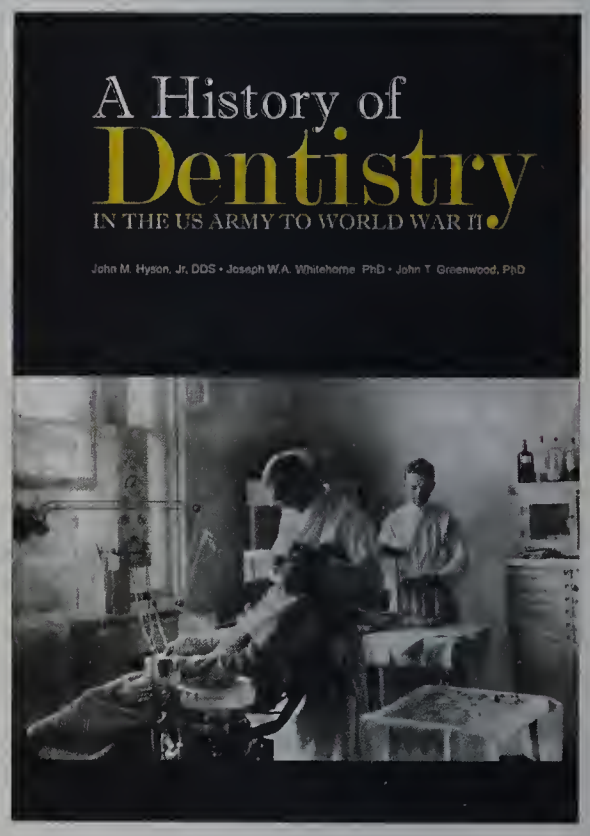
Full of brutality, poignancy and hope, capturing the best and the worst of human nature, *The Liberators* ensures that the experiences of American servicemembers in witnessing the Holocaust will never be forgotten.

—Tenley Wadsworth

A History of Dentistry in the U.S. Army to World War II. *John M. Hyson Jr., et al. Department of the Army. 900 pages; black-and-white photographs and illustrations; index; $79.*

Packed with details, photographs and excerpts from primary sources, *A History of Dentistry in the U.S. Army to World War II* provides in-depth, engaging coverage of the evolution of Army dentistry.

Tracing the profession's military involvement to the efforts of a French dentist working with American soldiers during the Revolutionary War, *A History of Dentistry* follows the long, hard fight to establish Army dentists as commissioned officers, despite years of effort by numerous parties—most of all, civilian contract dentist John Sayre Marshall, the "father" of the U.S. Army Dental Corps and later its first chief—and abundant evidence that regular dental attention resulted in the improvement of soldiers' overall health. In 1911, passage of the Army General Appropriation Bill incorporated "a bill to improve the status and efficiency of the dental surgeons in the United States Army." This resulted in a commissioned dental corps in which "Army dental surgeons were no longer civilian contractors but commissioned officers."



In the trenches of the Western Front of World War I, "the officers and enlisted technicians of the Dental Corps won the respect and admiration of their medical department colleagues, the commanders they served, and the soldiers they cared for." In 1922, the Army Dental School opened in Washington, D.C., greatly enhancing "the technical and clinical skills of the Army's dentists and the quality of their service."

By World War II, Army dentistry had matured into a force well-equipped to "provide dental service to a U.S. Army and Army Air Force that grew to more than 8.2 million in fighting a world war." The tenacious fight on the part of Army dentists to gain commissioned status equal to their medical counterparts enabled them to continue to improve the health and alleviate the suffering of their fellow soldiers, a mission that continues today.

—Sara Hov

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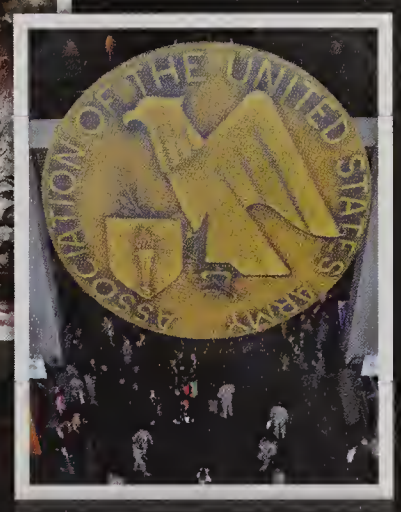
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Briefly Noted...

When It Mattered Most: Remembering Our Fallen Medical Personnel in Iraq-Afghanistan. *S. Ward Casscells, M.D. The Office of the Assistant Secretary of Defense for Health Affairs. 460 pages; photographs; index; $81.*

One of the highest-risk paths in the military is that chosen by medical personnel. This commemorative volume about military medical professionals who lost their lives in Operations Iraqi Freedom and Enduring Freedom pays respect to those brave men and women who gave their fellow servicemembers the best of care, even when it cost them their lives.



After a preface by the Assistant Secretary of Defense for Health Affairs and an introductory section relating the historical background of the military medical corps, *When It Mattered Most* is organized chronologically, though indexes list the names of the fallen alphabetically and by unit. The first entry is a tribute to MSG Jefferson D. Davis, who died on December 5, 2001, in a friendly-fire incident; he was the first Army medic to lose his life in the war in Afghanistan. Following MSG Davis' entry is that of the first Navy Corpsman to lose his life in Operation Enduring Freedom, CPO Matthew J. Bourgeois, who died on March 27, 2002, from a land-mine explosion near Kandahar.

With photographs of the deceased and remembrances from their loved ones, *When It Mattered Most* proves a compelling memorial to members of the military medical corps lost in the line of duty in Iraq and Afghanistan.

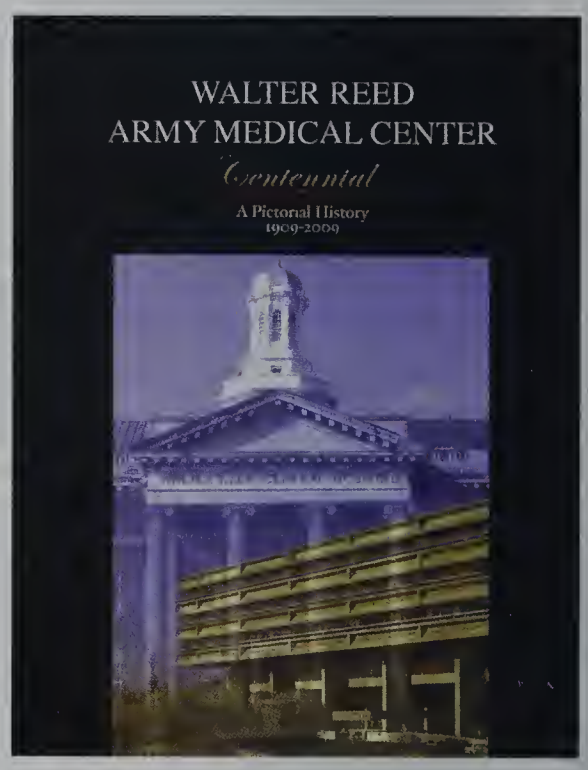
Walter Reed Army Medical Center Centennial: A Pictorial History, 1909–2009. *Borden Institute. Edited by John R. Pierce et al. 293 pages; photographs; illustrations; $35.*

Last year marked the 100th anniversary of the admission of the first patients to Walter Reed General Hospital, a facility that expanded and was renamed the Walter Reed Army Medical Center (WRAMC) in 1951. With the construction of a massive new clinical building in 1977, among other additions, WRAMC developed into the military health complex that exists today.

Originally championed by LTC William Cline Borden, the hospital—whose name honors Borden's friend, the Army major who confirmed that yellow fever is transmitted through mosquitoes—will combine with the National Naval Medical Center in Bethesda, Md., in 2011, when its current location will be closed. This collection of photographs chronicling the 100 years of Walter Reed's history is therefore especially timely.

Compiled and edited by staff members of the Borden Institute, a division of WRAMC and the Department of the Army, *WRAMC Centennial* provides a wealth of photos that will interest military- and medical-history buffs alike. In addition to images of many servicemembers who have been treated at Walter Reed, *WRAMC Centennial* includes photographs of Presidents and senators who have been patients there, and of dignitaries and celebrities who have visited those in treatment.

The depictions of the physical landscape—two-page spreads divide the collection by decade—show the incredible leaps and bounds by which the facility grew. Though the accompanying text could have been more carefully edited, and the medical center's 2007 troubles are ignored, the photographs in *WRAMC Centennial* preserve the history of the staff and patients of this pioneering facility on the eve of its next transition.



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Historically Speaking

American Thermopylae

By GEN Fred Franks, U.S. Army retired, and **BG John S. Brown,** U.S. Army retired

This Memorial Day, many of us will visit cemeteries, monuments, museums or other places that honor the courage and sacrifice of our soldiers, sailors, airmen and marines. This tradition is ancient. No act of courage and sacrifice is more iconic to the shared civilization of the West than the gallant defense of Thermopylae, Greece, by King Leonidas and his 300 Spartans in 480 BC. Subsequent generations traveling past their burial mound have read the inscription: "Oh, passerby, tell the Lacedaemonians that we lie here, obeying their orders," and knew they were on sacred ground. One could justifiably argue that all ground on which Americans have died for their country is sacred, but certain places are so broadly revered, so representative of our national values, so heavily visited and so iconic that they have become American Thermopylae. We have identified some of these places.



Daderot

The Lexington Minuteman, representing CPT John Parker and sculpted by Henry Hudson Kitson, memorializes the militiamen who defended the Massachusetts town in 1775.

Lexington Common. Our most hallowed military tradition is that of the citizen-soldier. Americans rise to the defense of their country when called. Such a call went out in Massachusetts on the night of April 18, 1775. The British government of King George III had summarily dismissed the idea of negotiating grievances with the estranged colonists and had subjected Boston to the heavy hand of military rule. British soldiers marched out to destroy colonial supplies and found themselves confronted on Lexington Common by hastily assembled militiamen who had risen in the dark of night to defend their families and their community. Regardless of who actually fired it that morning, "the shot heard 'round the world" at Lexington Common precipitated the military phase of the American Revolution—and showcased the citizen-soldiers who would fight on the American side.

Trophy Point. Military institutions require a continuity of presence and purpose to take root and flourish. If the U.S. Army has a single place that embodies this principle, it is the U.S. Military Academy at West Point, N.Y., and, most particularly, Trophy Point. Trophy Point watches over and is overwatched by fortifications that made West Point our most pivotal Revolutionary War bastion. In 1784, West Point and Fort Pitt (now Pittsburgh, Pa.) were the only remaining garrisons authorized by Congress. Trophy Point became the premier collecting point for military macro-artifacts, monuments and memorabilia for well more than a century. More significantly, West Point became home to the academy wherein professional soldiering—vital to an expanding nation of continental proportions—became reconciled with the democratic principles of the soldier-as-citizen. Eschewing aristocracy, the young republic selected cadet officers by legislative appointment from every state and from all walks of life. Graduates were public servants committed to duty, honor and country, and they swore to support and defend the Constitution of the United States. This commitment to constitutional precepts expanded to our entire defense establishment and has protected our liberties well.



U.S. Army/SPC Tony Kendall

Trophy Point, at West Point, N.Y., a pivotal stronghold in the Revolutionary War.



U.S. Army/SPC Van Der Weide



Photo Courtesy of the San Antonio Convention & Visitors Bureau/Richard Nowitz

Above, Old Guard soldiers as skirmishers commemorate the American victory at Yorktown, Va., during the Revolutionary War. Right, defenders of the Alamo in San Antonio, Texas, bought time to assemble the forces necessary to secure the independence of Texas from Mexico in 1836.

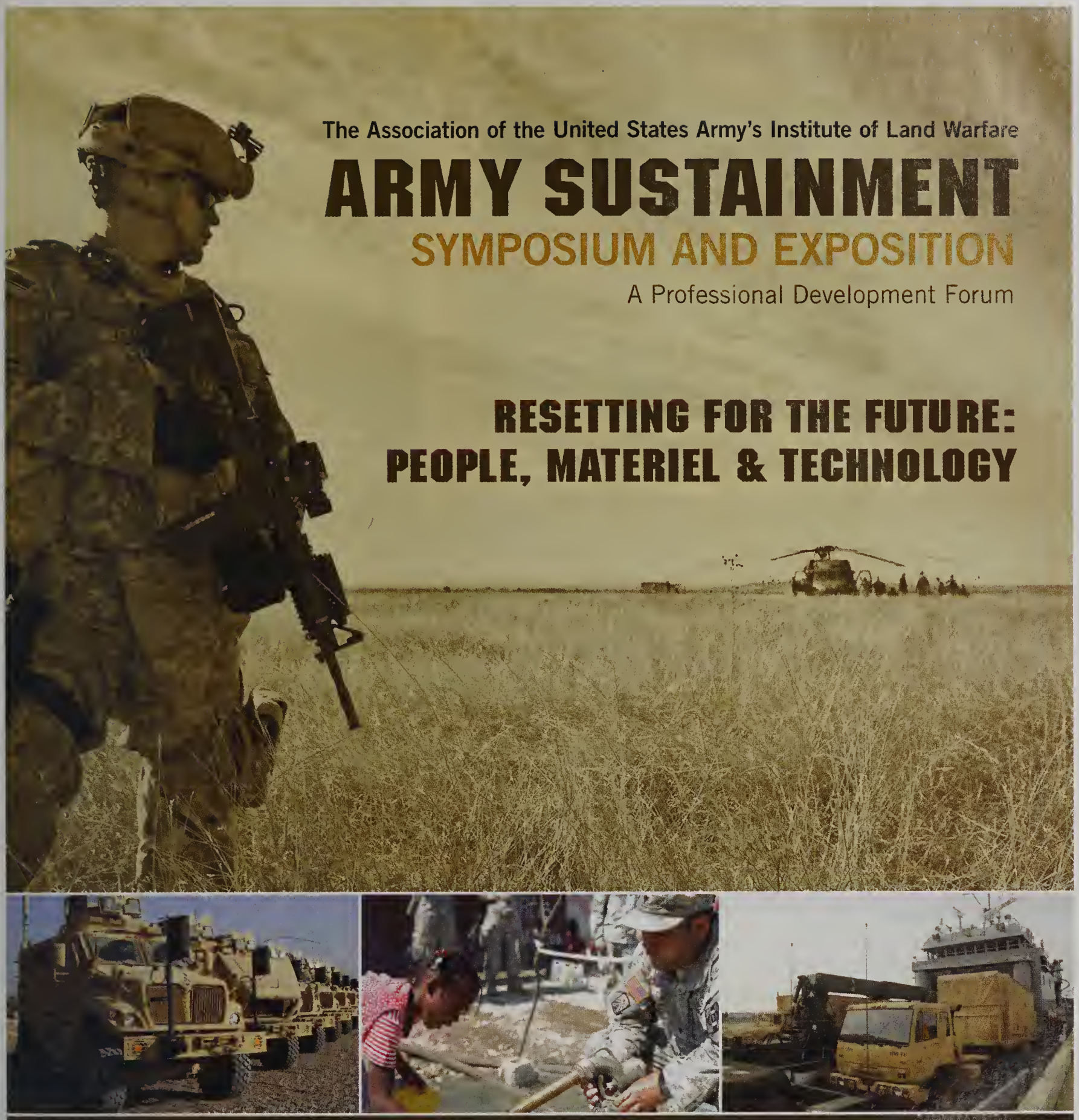
Yorktown, Va. Militiamen such as those who fought on Lexington Common, although brave, could not stand up to British regulars in a pitched battle. Professional soldiers, such as those from West Point, would be generations in the making. To secure our independence, we had to demonstrate that citizen-soldiers governed by a democracy could measure up to those disciplined by autocratic regimes. We did so at Yorktown, Va. The Yorktown campaign was masterful in many ways: sweeping strategic maneuver; meticulous cooperation between allies; methodical state-of-the-art siege craft; technically sophisticated use of artillery; thoughtful integration of multiple arms and services; and ample displays of raw courage. Until then, the British had relied upon qualitative superiority to offset our potentially greater numbers. From that moment, they could no longer do so. Their war was lost, and our expectation that citizen-soldiers could provide both technical sophistication and mass was born.

The Alamo. For several generations after the American Revolution, most of our military history was made as the United States expanded across the North American continent. The battlefields of this transcontinental expansion were generally too vast and sweeping to offer emblematic sites. An exception was the Alamo in San Antonio, Texas. Here, a group of settlers, frontiersmen and adventurers defended the emerging Mexican-American civilization of Texas against the dictator Antonio López de Santa Anna, who had swept aside the Mexican constitution to concentrate power in his own hands. The defenders of the Alamo represented both the noble and the profane in our westward growth. Their courageous defense was the single episode most similar to Thermopylae in American military history, and it bought time to assemble the forces that secured the independence of Texas at the battle of San Jacinto in 1836.

Fort Sumter. The United States could not move forward as a cohesive nation until divisive issues with respect to slavery and states' prerogatives were resolved. By the middle of the 19th century, public opinion had hardened into two highly polarized camps, and no solution short of force could reconcile the divisions between them. The dramatic attack on and defense of Fort Sumter in the harbor of Charleston, S.C., augured the beginning of America's bloodiest war, the Civil War. Sumter stands today as a monument to the courage, sacrifice, costs and consequences of that terrible carnage—and as a reminder of the terrible prices paid by those no longer willing or able to achieve satisfaction through constitutional processes.

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*GEN **Fred Franks**, USA Ret., served on the American Battle Monuments Commission from 2001–09, and as chairman from 2005–09. He served with 11th Armored Cavalry in Vietnam and commanded VII Corps in Operation Desert Storm. He held the 1966 chair at West Point in the Simon Center for the Professional Military Ethic. His current service includes advocacy for Wounded Warriors. **BG John S. Brown**, USA Ret., was chief of military history at the U.S. Army Center of Military History from December 1998 to October 2005. He commanded the 2nd Battalion, 66th Armor, in Iraq and Kuwait during the Gulf War and returned to Kuwait as commander of the 2nd Brigade, 1st Cavalry Division, in 1995. He has a doctorate in history from Indiana University. His book,* Kevlar Legions: Army Transformation 1989–2005, *is forthcoming.*



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U.S. National Park Service/Carlin Timmons

The ruins of Fort Sumter, in Charleston Harbor, S.C., evoke the dramatic attack that marked the beginning of the Civil War.



U.S. National Park Service/Bill Dowling

Little Round Top and its larger namesake overlook a battlefield guarded by a Confederate cannon in Gettysburg, Pa., a turning point in the Civil War.



American Battle Monuments Commission

The Meuse-Argonne American Cemetery and Memorial, in northern France, is the resting place of the largest number of American military dead in Europe—14,246 killed during World War I.

Little Round Top. The Civil War ground on for four long years. The turning point came with the twin Union victories at Gettysburg, Pa., and Vicksburg, Miss., in the summer of 1863. The Little Round Top at Gettysburg particularly evokes the dramatic "high tide of the Confederacy" and the desperate courage with which soldiers from both sides contested what became hallowed ground. Gettysburg was the Civil War's bloodiest battle, and its most memorable. One of the most stirring episodes in American military history is the gallant defense of the Little Round Top by COL Joshua Chamberlain and his 20th Maine Volunteer Infantry Regiment. They threw back one determined assault after another in fierce firefights and, when their ammunition ran out, charged with fixed bayonets.

Meuse-Argonne American Cemetery. Leaving the carnage of the Civil War behind them, American servicemen secured the remainder of the continental United States, and by century's end had served overseas as well. The United States became the world's largest economic power and an indispensable international player, ultimately finding it impossible not to assist its embattled sister democracies during World War I. The price paid was daunting and is perhaps best captured by the "crosses row on row" in the Meuse-Argonne American Cemetery at Romagne-sous-Montfaucon, France. Here we established a selfless tradition: The only recompense we would ask for when defending free peoples elsewhere would be sufficient ground in which to bury our dead.

***USS Arizona* Memorial.** World War I was advertised as the "war to end all wars," but it did not. Within a generation, economic disaster and the inattention of the democracies plunged the world into yet another global struggle with ruthless totalitarian states. Americans vainly hoped to avoid involvement but were shaken from such complacency by the Japanese attack on Pearl Harbor, Hawaii, on December 7, 1941. The *USS Arizona* Memorial at Pearl Harbor preserves the memory of that fateful day and evokes the sacrifices made by all of our servicemembers throughout World War II. It also reminds us that we cannot isolate ourselves from the world and its troubles.

Corregidor Island. Americans paid a price for their unpreparedness going into World War II, and that price was most heavily borne by tiny peacetime

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Report From The Front
We will heor from worfighters on the front lines obout whot is working, whot isn't working, whot they need ond when they need it.

Major General Joseph Anderson (Moderator)
Chief of Stoff
United Stotes Forces-Iraq
United States Army

Rear Admiral Frank Morneau (Speaker)
Director, Strotegic Operotions
J-34
United States forces-Iraq
Boghdod, Iroq

Lieutenant Colonel (P) David Ell (Speaker)
3rd Regiment Tocticol Officer
United Stotes Militory Acodemy, West Point
United Stotes Army

Lieutenant Colonel Scott Hooper (Speaker)
Commonder, 3-73 Covolry, 1st BCT
82nd Airborne
United Stotes Army

Lieutenant Colonel Pierre Gervais (Speaker)
Jaint Stoff Crisis Action Chief , JCS/J2
United States Army

Challenges to Supporting the Warfighter's View
The discussion will expase capability gaps and chollenges to meeting the worfighter's needs os discussed in the first ponel.

Lieutenant General Michael Vane (Moderator, invited)
Deputy Commonding Generol, Futures/
Director, Army Capobilities Integrotion Center
US Army Training and Doctrine Cammand

Major General George Allen (Speaker, invited)
Director for Commond, Control, Communicotions, & Computers (C4), and Chief Informotion Officer (CIO)
United States Marine Corps

Brigadier General (P) Jeffrey W. Foley (Speaker, invited)
Commanding General
Signol Center of Excellence and Fort Gordon

Brigadier General Samuel A. Greaves (Speaker, invited)
Vice Commander, Space and Missile Systems Center,
Los Angeles Air Force Bose, California
Unlted Stotes Air Force

Mr. Laurence Burger (Speaker)
Director, Future Worfore Center
Spoce & Missile Defense Commond / Army Forces Strotegic Command
United Stotes Army

Mr. Michael Eixenberger (Speaker, invited)
G-3/5/7, DAMO-LB, Deputy Director
United States Army

Colonel Timothy Coffin (Speaker)
JFCC – Space J3
United States Army

Cyber Operations
This panel will loak ot current cyber operations as well as what the future looks like for cyber warfare and its affect on the Electromagnetic Bottlefield.

Major General Steven Smith (Moderator)
Chief, Cyber Officer
US Army Chief Information Officer/G6

Brigadier General Kurt S. Story (Speaker, invited)
Deputy Commonder for Operotions
United States Army Spoce and Missile Defense Commond/
United States Army Forces Strotegic Commond

Brigadier General John A. Davis (Speaker, invited)
Deputy Commonder
Joint Tosk Force-Global Network Operations
Defense Informotion Systems Agency
(soon to be chief of operations, CyberCom)

Brigadier General Alan R. Lynn (Speaker, invited)
Commonding General
311th Theater Signal Commond
United States Army

Web 2.0, Social Networking Technology and the DoD
Mr. Robert J. Carey (Speaker, invited)
Chief Informotion Officer
Deportment of the Novy

View From the Tip of the Spear
The Soldier's view of how the systems thot the defense industry ore building ond fielding ore serving them in the field os well os their recommendotions for how to moke them better. They will olso discuss the impoct the network is having down at the Compony level.

Regimental Command Sergeant Major Thomas Clark (Moderator)
Network Enterprise Technology Commond
Ft. Gordon
United Stotes Army

Command Sergeant Major Donald Manley (Speaker)
HQDA CIO/G-6
United States Army

NCO from OEF (Speaker)

NCO from OIF (Speaker)

Roadmap to the Future – Technology
Whot technologies are needed for future forces ond how will DoD ond the industry determine the focus in on ero of diminishing defense budgets?

Major General Nick Justice (Moderator)
Commonding Generol
U.S. Army Reseorch, Development ond Engineering Commond
United States Army

Dr. Rodney Robertson (Speaker)
Director, Technology Center
Spoce ond Missile Defense Command / Army Forces Strategic Commond
United States Army

Mr. Terry Edwards (Speaker)
Director, System-of-Systems Engineering
ASA(ALT) – SAAL-ZE
United States Army

Colonel Pat Rayermann (Speaker)
Director, Communicotions FIO
Notionol Security Space Office
United Stotes Army

Achieving the Future – Acquisition
Hoving determined the Roodmop to the Future, how should industry focus IR&D budgets? How can industry and the military work in collaboration to achieve the future under the current ecanamic environment?

LTG William N. Phillips (Moderator, invited)
Militory Deputy/Director
Army Acquisition Corps
Office of the Assistont Secretory of the Army
(Acquisition, Logistics & Technology)

Lieutenant General Tom Sheridan (Speaker, invited)
Commander, Spoce and Missile Systems Center
Air Force Spoce Commond, Los Angeles Air Force Bose
United States Air Force

Brigadier General Lee Price (Speaker, invited)
Program Executive Officer
Commond, Control and Communicotions (Tactical)
United Stotes Army

Dr. Ed Siomacco (Speaker, invited)
CIO, Army Moterial Commond
United Stotes Army

Mr. Richard Froh (Speaker)
Deputy Chairmon
NATO Army Acquisition Group
NATO HQ, Brussels

Achieving Global Interoperability
A discussion of network interoperobility with other bottle commond systems ond courses of oction to develop the future unified battle command.

Major General Susan Lawrence (Moderator)
Commonding Generol
Network Enterprise Technology Command
United States Army

Air Commodore John Meier (Speaker)
Royol Austrolion Air Force
Director General Joint Exercises and Evaluotion
Heodquarters, Joint Operotions Commond

Mr. James M. "Raleigh" Durham (Speaker)
Director, Strategic Assessments
Office of Director, Defense Research and Engineering (ODDRE)
OSD

Colonel Rod Mentzer (Speaker)
Progrom Manoger
Electronic Worfore
United Stotes Army

Lieutenant Colonel Hans P. Blondeel Timmerman (Speaker, invited)
Netherlands



DoD/Don S. Montgomery

The USS Arizona *Memorial spans the hull of the battleship sunk December 7, 1941, in the opening moments of the Japanese surprise attack on Pearl Harbor, Oahu, Hawaii, which brought the United States into World War II. Below, a World War II gun emplacement on Corregidor Island, where American and Filipino defenders held out for six months against the Japanese.*



DoD/PH1 David C. Maclean

and Allied forces who bought the time necessary for the United States to organize, mobilize and deploy. Corregidor Island in the Philippines represents the competence, courage and sacrifice of those early defenders—American and Filipino. Bombed, shelled and terribly outnumbered, they held out for six months against impossible odds. Those six months proved critical in positioning American forces for the decisive turning points of the battles of Midway and Guadalcanal. In 1945, Corregidor again made history as the location of a brilliantly conceived and daringly executed combined airborne and amphibious assault during GEN Douglas MacArthur's dramatic return to the Philippines.

Pointe du Hoc. On June 6, 1944, after two-and-a-half years of war, the United States was at last prepared to liberate Europe. D-Day, the beginning of Operation Overlord, was a pivotal point in the 20th century. On that day, there were few villages, towns or communities throughout Europe wherein citizens could speak their minds, choose their leaders or control their destinies. From that point, a tide of liberation—and then democratization—rolled irreversibly forward, across Europe and into the world at large. The daunting task of battering a path into Hitler's *Festung Europa* is nowhere more apparent than at the fabled Pointe du Hoc, France, perched above the ocean with vistas sweeping the length of the Normandy beaches and inland. Here, small contingents of U.S. Army Rangers scaled formidable cliffs to secure the vulnerable flank of Omaha Beach. Their success in the face of great adversity became a metaphor for the campaign as a whole.

The Berlin Wall. The liberation and democratization of Europe progressed in stages, impeded by a totalitarian Soviet Union that threw up the postwar Iron Curtain, isolating the nations it held in thrall. The response of the democracies was containment. Rather than risk catastrophic nuclear warfare, they chose to hold the line in Europe and elsewhere until the communist behemoth collapsed—from its own internal contradictions and the aspirations of its subject peoples. The resultant Cold War became hot from time to time in local theaters, but our servicemembers spent most of it securing a vast arc running from Norway through Europe and the Middle East to Korea, Japan and the Bering Sea. The most visible manifestation of the Cold War and containment was the Berlin Wall and similar construction along the inner



American Battle Monuments Commission

The French erected the Pointe du Hoc Ranger Monument to honor the men of the American 2nd Ranger Battalion who scaled the 100-foot cliff at Omaha Beach on June 6, 1944.



Jorge Lasdai

German border, built by the communists not to keep us out, but rather to keep their own citizens in. After two generations of Western vigilance, the Soviet Union did collapse, freeing both its subject peoples and, ultimately, the Russians themselves. The demolition of the Berlin Wall symbolized this collapse; only fragments remain *in memoriam*. Vantage points along the inner German border, such as Observation Post Alpha in the Fulda Gap, similarly evoke the drama and perseverance of the struggle.

Ground Zero/The Pentagon. The end of the Cold War ushered in unprecedented democratization, globalization and prosperity, but not an end to threats to our liberties. Ground Zero in New York City and the Pentagon Memorial in Arlington, Va., provide chilling reminders of the dangers that remain, even when no nation chooses to contest our values in a trial of strength. Notably, of 2,500 civilians killed in the World Trade Center attacks, almost 500 were from overseas: 67 Britons, more than 30 people from India and more than 20 Japanese, among others. The World Trade Center was a global village wherein citizens from around the world sought to secure the bounties of liberal international trade. The uniformed men and women who perished were domestic police and firefighters sworn to serve and protect citizens, residents and visitors, whatever their origin. The attack was an assault on civil society and an emerging global community. Our current war on terrorism is a defense of the same.

Thermopylae came to be revered not just by Lacedaemonians or Greeks, but by billions who shared the values of the civilization they defended. Similarly, American soldiers, sailors, airmen and marines have sacrificed not only for their own country, but also for causes that transcend the nation itself. Americans have long cherished a vision of a safe and prosperous world wherein free peoples enjoy the fruits of their labor and the benefits of unfettered commerce. America was to be a "City on a Hill," inspiring by example, and a champion for the liberty-loving and the oppressed. It is easy to make the case that the shot heard 'round the world at Lexington Common inspired the defense of freedom everywhere, or that soldiers buried in the soil of France died for both the United States and their fellow men. While the identification of the specific sites that best represent our military heritage is certainly debatable, the underlying message of courage, competence and sacrifice is hopefully less so. ★

Left, a section of the Berlin Wall, relic of the barrier dividing East and West, recalls the Cold War and communist containment. Below, Ground Zero in New York City, all that remains of the World Trade Center, and (bottom) memorial benches outside the Pentagon in Arlington, Va., are tangible reminders of the losses of 9/11.



DoD/MCC Eric M. Durie



DoD/CPL Christopher A. Green

Recommended Reading:

Hartzog, William W., *American Military Heritage: U.S. Army* (Washington, D.C.: Center of Military History, 2001)

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Weigley, Russell F., *History of the United States Army* (New York: Macmillan, 1967)

Bear It Up, Triumphant

By
COL Rich Hooker

Last Sunday I sat in the old Falls Church with my wife and children. On the wall hung a plaque memorializing George Washington, an original vestryman. In the churchyard lay worn tombstones of soldiers, both blue and gray, who died on the church grounds as the tide of the Civil War swayed back and forth. In the choir loft above, what seemed like a chorus of angels sang an old, moving hymn, **"Bear it up, triumphant."**

For a moment my thoughts wandered. I thought of my ancestors in our greatest and most terrible war. They did not think it a particular honor to fight and to die in that war. Most of them fought and died, or were crippled. They were no different from their neighbors and friends. Victory was their hope, but it was shame they dreaded more than death. Shame was something to be feared, then.

"Bear it up, triumphant"

I thought of my father, and his years spent fighting in America's most unpopular war. I remembered pictures of his friends that hung in our home, all bronzed, all close-cropped, all dead. I remembered the fear we children carried around each day he was gone, and the last, best moments before sleep: No harbinger had come that day, and morning was far off. For those few minutes we were free.

"Bear it up, triumphant"

I thought of my lieutenant, his mother's only son, and smiled. He always made us smile. He was the best of us. He died in Tikrit, in a ball of fire, and that day something in all of us died, too. I don't think that little piece will ever come back.

"Bear it up, triumphant"

I thought of my sergeant, and his shattered leg, and how he kept going back out, again and again. Why? "You will not cheat death forever," I tell him. He always answers the same way: "But someone has to go, boss. Who, if not me?"

"Bear it up, triumphant"

I thought of my dead soldiers. All young, all strong, all sure. I remembered their laughter. I remembered our tears. I thought of white crosses on green fields, and black smoke rising to the sky over Baghdad, carrying their lost futures to heaven. Surely, I thought, their courage deserves heaven.

"Bear it up, triumphant"

I looked at my wife and daughter. I remembered their strength and how I had longed for their voices and their hugs in the long, dark nights. In that moment, I thought they were worth anything. Everything.

"Bear it up, triumphant"

I looked at my sons. They want to fight. They long to be tested, just as I did, a long time ago. They will be soldiers, too, I think, whatever I may say or wish for them. They saw the towers fall. They saw my building burn. They saw me board the plane, too many times. They say, "We are not afraid. Who will do it, Dad, if not us?" In that moment, I felt a father's pride. In that moment, I sensed a mother's sudden, awful fear.

"Bear it up, triumphant"

I thought of the many—my countrymen—talking, laughing, enjoying a life given to them by others. It seemed to me they did not notice. It seemed to me they did not know.

"Bear it up, triumphant"

I thought of the few, who sit and wait and pray, who suffer and fear. They dread the phone and the knock on the door. They wish only for their children to return, nothing more. You cannot know their fear.

"Bear it up, triumphant"

I thought of my country, divided, conflicted, doubting. In that moment, it seemed to me that we stand at a great crossroads. One road leads to a future of greatness, a greatness to match that of our past. The other leads to a great fading—of purpose, of confidence, of endurance, of faith—the fading of a nation Lincoln once called "the last, best hope of Earth."

I don't know which road we will take. I can only pray that we choose the right one. Otherwise, what will all that we have lost mean?

But I know which road I will take.

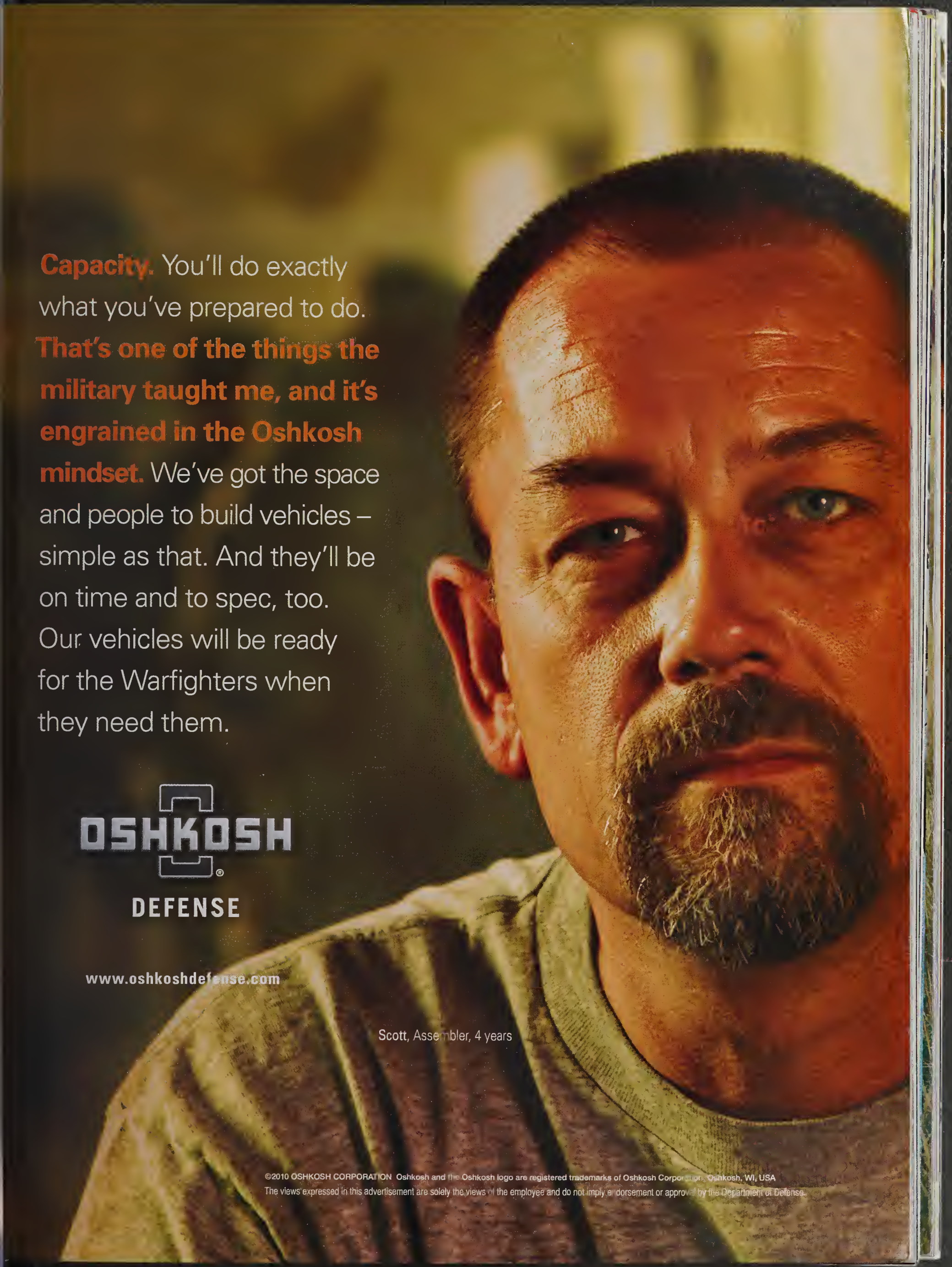
I will bear it up, triumphant. As long as I can.

COL Rich Hooker wrote this in 2006, shortly after returning from command of a parachute brigade in Iraq. He is now serving with the 82nd Airborne Division in Afghanistan. His oldest son, Christopher, is a paratrooper in the 173rd Airborne Brigade, also in Afghanistan. His younger son, David, is an Army ROTC cadet at Newberry College in South Carolina. His sergeant, MSG Nick Keane, returned to Afghanistan for the third time this year. It is his seventh combat tour.

The Young Dead Soldiers Do Not Speak

Nevertheless, they are heard in the still houses.
Who has not heard them?
They have a silence that speaks for them at night
And when the clock counts.
They say: We were young. We have died.
Remember us.
They say: We have done what we could
But until it is finished it is not done.
They say: We have given our lives but until it is finished
No one can know what our lives gave.
They say: Our deaths are not ours. They are yours;
They will mean what you make them.
They say: Whether our lives and our deaths were for peace
And a new hope or for nothing we cannot say;
It is you who must say this.
They say: We leave you our deaths. Give them their meaning.
We were young, they say. We have died. Remember us.

—Archibald MacLeish

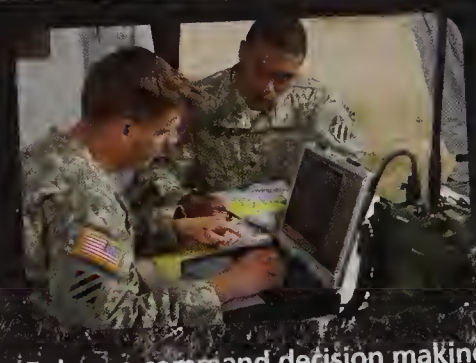

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Aerial Resupply on the Forefront in Afghanistan *By LTG Mitchell H. Stevenson*
Army logisticians, faced with the environmental rigors of Afghanistan's terrain, have brought ingenuity and the latest technology to aerial resupply in support of Operation Enduring Freedom. ***Page 22***

Army Sustainment Command: The Leading Edge of the Materiel Enterprise
By MG Yves J. Fontaine and Joseph E. Schulz
As the operational arm of Army Materiel Command, Army Sustainment Command synchronizes distribution and sustainment of materiel in support of the warfighter in garrison, in training and on the battlefield. ***Page 28***

Logisticians Prepare for Joint Service Future *By Scott R. Gourley*
To enhance U.S. military strategic advantages, U.S. Army logisticians, in conjunction with those of other services and government agencies, are integrating the "diverse capabilities" of each to meet the military's future requirements. ***Page 36***

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The Quiet Success of National Guard Agribusiness Development Teams in Afghanistan
By COL Martin A. Leppert
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The Future of Tactical Wheeled Vehicles *By Scott R. Gourley*
The Army's Tactical Wheeled Vehicle Investment Strategy synchronizes multiagency actions, provides fleet investment guidance and establishes the foundation for upcoming changes to the traditional fleet. ***Page 60***

CompanyCommand—Building Combat-Ready Teams: Is Training Management Still Relevant?
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Letters

Remembering D-Day

■ *June 6 marks the 66th anniversary of the D-Day assault along the coast of northern France during World War II. The 1998 film "Saving Private Ryan," set during the invasion of Normandy, was noted for the intensity of its opening scenes that depicted American forces landing on Omaha Beach. This letter from Paul J. Greenhalgh Jr. to his daughter, Cathleen, conveys his reaction to the film as well as his thoughts on service.*

Letter to Cathleen

You asked me to tell you what I thought of "Saving Private Ryan." Last night I saw it and was touched by its depth and truthfulness. Having been in the 82nd Airborne and on alert for combat, I found much to relate to. I once knew what FUBAR meant, but now will have to ask someone who served. *Served* is the correct word. That is what all soldiers did. Our favorite complaint was, "The incompetent are telling the unwilling to do the unnecessary." [This was] largely true. But deep within us was a conviction that we were part of the forces of good—that our lives were forever connected to the soldiers lying on Omaha Beach. They gave. It would be unthinkable to refuse to carry our flag in their stead. Teilhard de Chardin said, "Life is mankind's never-ending journey back to God. Our dignity calls us to participate to the fullest during our window of time on the journey." In the end, the soldiers' contributions in the movie and our service will fit together.

The movie was certainly a most realistic depiction of combat. All of the emotions and cruelty of war were dramatized with crushing effect. The experience was real. I found myself loving and being inspired by each young soldier. Their courage and sacrifice made me sob at death's sudden impact. With them, I write to you today. There is an honor (a sacred trust) that I feel with them. I wanted to reach out to the screen and have our fingers touch. I wanted them to hear, "It's worth it. I'll make your sacrifice worthwhile." My hand become one with theirs on the bleeding stomach of the dying medic.

Until today, I thought the question of life was, "Who am I?" Now, there is a better question. Ryan put it best. "Did I lead a good life? Did I do my best to carry on the flag of truth for which countless others have died?" Contrary to what our world tells us, we are not alone. Freedom is not isolation. Each of us is forever connected to the sacrifices of the past. Our struggles of today will influence those who will continue our crusade. Together we will triumph and hold each other forever in the place where human eye has not seen and ear has not heard.

You, too, are on the journey. You are good—the journey assures that. I have tried to nurture your goodness, and you will find truth by thinking for yourself. Each of us experiences our own Omaha Beach. You must find your own way. We are with you.

Paul J. Greenhalgh Jr.
Cherry Hill, N.J.

The Global Effort

■ My compliments to MSG William B. Bertelson on "Bringing Stability to Southern Sudan: Views from One NCO" (May "Front & Center"). It is re-



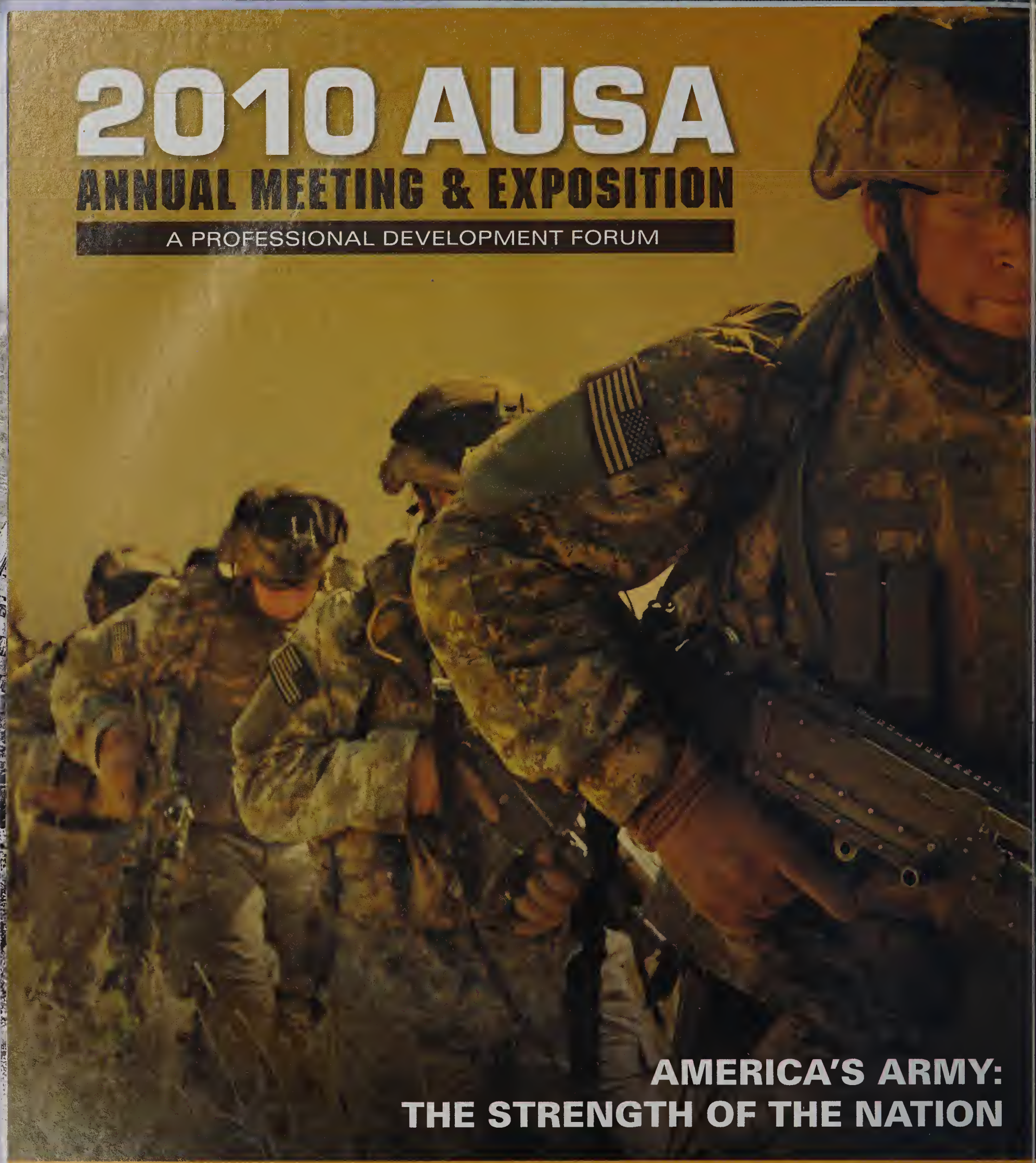
This Month's Cover

In celebration of the Army's 235th birthday on June 14, and to honor those who serve our country today, this month's cover features streamers from some of the Army's memorable campaigns. In further appreciation of the Army and its history, please turn to "Army Teamwork—A National Asset" (page 18) by BG Harold W. Nelson, U.S. Army retired, and "Historically Speaking: Recognizing Valor" (page 85) by BG John S. Brown, U.S. Army retired.

(Cover photograph by Dennis Steele)

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freshing to read about subjects beyond Iraq or Afghanistan, as it exemplifies our global effort. I have deployed to East Africa (Djibouti, Ethiopia and Kenya) in support of U.S. Central Command and U.S. Africa Command requirements over the past six years and can confidently confirm the importance of cultural understanding when working with partner nations.

In 2009, I taught counterterrorism analysis to a class of senior NCOs and warrant officers at the Kenyan School of Military Intelligence. The students were attentive and intensely engaged, yet seemed hesitant when I explained the imperative of providing detailed assessments to the commander.

In private discussions with some of the students, I learned that they had to be very careful when presenting information because their leadership was from a different tribe and to "appear smarter" than their officers—by telling them something that they did not already know—was akin to career suicide. My advice to the students was simple: When providing information to the commander, it better not be the first time your "leftenant" hears it. Engage with your leaders early and often. Success in counterterrorism is not defined by who gives a briefing, but in stopping the next attack.

CPT Russell Townsend
Valrico, Fla.

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Washington Report

President Signs Caregivers and Veterans Act

In May, President Obama signed the Caregivers and Veterans Omnibus Health Services Act, which, among other improvements to veterans' health care, gives caregivers of injured veterans from Iraq or Afghanistan a stipend. The law also allots lodging allowances and training, counseling and mental-health services, respite care, and medical care.

The legislation, projected to cost $3.7 billion over five years, expands services and medical-health counseling for Iraq and Afghanistan veterans, including those from the reserve components. It also increases support for veterans in rural areas who need housing and transportation to VA facilities and expands health care for women. The bill ends co-payments for veterans who are catastrophically disabled and helps those who are homeless.

During the signing at the White House, the President recognized SGT Ted Wade, U.S. Army retired, and his wife, Sarah Wade, who were instrumental in the passage of the bill. SGT Wade was hit by an improvised explosive device in Iraq in 2004. He lost part of his right arm and emerged from a coma with a traumatic brain injury. His wife became his main caregiver, leaving school and her job to care for him. The couple lobbied Congress for more attention for wounded veterans and caregivers, leading to the passage of this bill.

An estimated 2,000 caregivers are expected to benefit from the act. Caregivers of veterans severely injured in earlier wars will receive limited benefits.

Report on Afghanistan. A report submitted by the Pentagon on Afghanistan to Congress in April cites progress but cautions that conditions on the ground are far from optimal. The congressionally mandated report, which covers the period from October 1, 2009, to March 31, 2010, states that stability in Afghanistan is no longer on the decline and that, despite increased violence, most Afghans believe security actually has improved since last year. The increase in violence is an expected consequence of an increase in the number of troops and the shifting of operations to areas of greater resistance.

Improving popular support, which has diminished partly due to the increased number of troops, is critical. The report assesses 121 districts that the U.S. military considers crucial to success in Afghanistan and found that only one-quarter—29 districts—could be considered sympathetic to the government. The influx of U.S. as well as foreign troops will allow coalition forces to focus operations on more key districts to use them as fulcrums for change. The biggest benefit cited in the report is the move to embedded partnering with Afghan national security forces. Meanwhile, corruption remains an issue, as does the shortage of trainers, according to the report.

Fort Hood Investigation. In April, Secretary of Defense Robert M. Gates announced the immediate adoption of 26 of the 79 recommendations made by a panel charged with investigating the shootings at Fort Hood, Texas, last November. This month, a follow-on review will advise what actions should be taken on the remaining 53 recommendations, some of which require changes in the law.

Secretary Gates ordered the immediate expansion of an FBI-owned and FBI-maintained force-protection threat-reporting system called eGuardian throughout DoD; previously the department did not have direct access to such a system to report suspicious activity. He also called for the deployment of the Law Enforcement Defense Data Exchange System to all DoD law-enforcement entities, which will allow agencies to share criminal investigation information and other data.

In response to the panel's charge that DoD's commitment to the FBI's Joint Terrorism Task Force was inadequate, Secretary Gates named Paul Stockton, the assistant secretary of defense for homeland defense and America's security affairs, as DoD's lead for the program. Secretary Gates also called for strengthening DoD's antiterrorism training program by incorporating lessons learned from the Fort Hood shootings, Department of Homeland Security best practices on workplace violence and civilian law-enforcement active shooter awareness training.

The Fort Hood review found that in the absence of a DoD-wide privately owned weapons policy, individual services had established privately owned weapons policies that do not apply to personnel who do not live on installations. Secretary Gates ordered the development of a new comprehensive weapons policy that will cover all branches of the military and its bases and officers. He called for the implementation of an interim standardized policy by June and a permanent one by early 2011.



New DoD Doctor. *President Obama has nominated U.S. Army Reserve BG Jonathan Woodson as assistant secretary of defense for health affairs. If confirmed by the Senate, BG Woodson would become the top advisor to Secretary of Defense Robert M. Gates, overseeing the Military Health System, which includes health care of active and retired servicemembers and their families under the TRICARE health plan. BG Woodson presently serves in the Office of the Army Surgeon General as assistant surgeon general for reserve affairs, force structure and mobilization, and is deputy commander of the Army Reserve Medical Command.*



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News Call

Cultural 'Experts' Arrive in Afghanistan

The first U.S. military servicemembers in the AF-PAK Hands initiative, the Afghan/Pakistani language-and-cultural-immersion program that began last fall, arrived in Afghanistan in late April. The program was designed as a way for U.S. soldiers and airmen to begin to establish trust with local populations as well as help NATO's International Security Assistance Force commence the transition of responsibility to the country's government and security forces.

More than 30 AF-PAK trainees, from a cross section of career specialties, completed a rigorous 17-week Defense Language Institute course learning Dari or Pashto, followed by service-specific deployment training. Upon arrival in Kabul, the cadre of experts attended a week-long counterinsurgency leadership course and then completed four weeks of immersion training with their Afghan government and security counterparts. The AF-PAK Hands will be sent to various units throughout Afghanistan, with a few stationed in Pakistan.

Ultimately, the program will rotate military and civilian experts into key staff and leadership positions in theater and in the continental United States to provide continued expertise. Personnel assigned to the program will serve a three-to-five-year commitment with overseas tours of duty in Afghanistan or Pakistan and can expect to serve two or three one-year deployments during their assignments. While in the United States, program participants will continue to stay involved in Afghan/Pakistani issues while further developing cultural education and their language skills with Defense Language Institute instructors. Ideally, they will return to the same areas and positions they previously held in theater.

A second cohort of AF-PAK Hands is currently participating in language training; a third group is now in the process of selecting participants. There are about 280 in-theater positions, mostly officer level, but including several senior enlisted members. The goal is to have more than 800 experts in the program once it is fully staffed.

ARNG Assists in Gulf. The Army National Guard helped in attempts to control a massive oil spill along the shorelines of four states that border the Gulf of Mexico this spring.

Secretary of Defense Robert M. Gates approved requests from the governors of Louisiana, Alabama, Florida and Mississippi for federal mobilization of the National Guard in response to the April 20 explosion at the Deepwater Horizon drilling platform. As of early May, more than 200,000 gallons of crude oil a day were leaking into the Gulf.

The National Guard troops were



Nuclear Summit Security. *SFC John Beverage, 1st Battalion, 3rd Infantry Regiment (The Old Guard), inspects his platoon at Fort Myer, Va., prior to President Obama's Nuclear Security Summit, in April. In addition to The Old Guard, Army and Air National Guard members from Maryland, Virginia and the District of Columbia provided emergency response support for leaders from 46 nations during the two-day conference in Washington, D.C.*

U.S. Navy/Brian A. Cozak

placed under Title 32 authority, which means they would serve under state control but be funded by the federal government, as required by federal law. British Petroleum, which operated the Deepwater Horizon drilling rig, will reimburse the U.S. government.

The governor of Louisiana requested as many as 6,000 National Guard troops to assist with the oil spill. In addition, Secretary Gates approved call-ups of as many as 6,000 National Guard troops in Mississippi, 2,500 in Florida and 3,000 in Alabama.

The National Guard's assistance included providing security, medical capabilities, engineer and communications support as well as cleanup capability. It also deployed communications equipment, all-terrain vehicles, dump trucks, security vehicles and boats.

In Alabama, troops from the 711th Support Battalion placed special barriers around Dauphin Island. The barriers are filled with a chemical compound that solidifies if oil seeps in, at which point it can be removed and replaced. The barriers are made of the same collapsible wire mesh and heavy-duty plastic fiber as the Concertainers (see page 76) used by the U.S. military as blast barriers in Iraq and Afghanistan.

INDEX TO VOLUME 59

The Index to Volume 59 of ARMY Magazine (January through December 2009) may be obtained by writing:

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Resilience Training. A new Master Resilience Training (MRT) facility opened recently at Fort Jackson, S.C. The school, which will graduate about 750 students as master resilience trainers in its first year of operations, is one of the elements in the Army's Comprehensive Soldier Fitness Program.

The 10-day course teaches sergeants and young officers positive approaches toward mental health to reduce suicide and post-traumatic stress. MRT students learn how to bounce back from adverse circumstances and how to teach those skills to their soldiers. The emotional and psychological training was developed in collaboration with the University of Pennsylvania, where the trainer course is also taught, in addition to Fort Hood, Texas.

As an important part of the Comprehensive Soldier Fitness Program it builds on five pillars of strength—physical, emotional, social, familial and spiritual.

The Army hopes to have one master resilience trainer in each battalion by the end of 2010. Ultimately, every drill and platoon sergeant in the Army will be qualified as a master resilience trainer.

The new school at Fort Jackson will graduate some 1,800 students across the Army each year.

TRADOC Update. U.S. Army Training and Doctrine Command (TRADOC) has revised its list of basic soldiering



skills. The first update to the Basic Combat Training Warrior Tasks and Battle Drills (WTBD) since 2005 affects all soldiers, units and commanders.

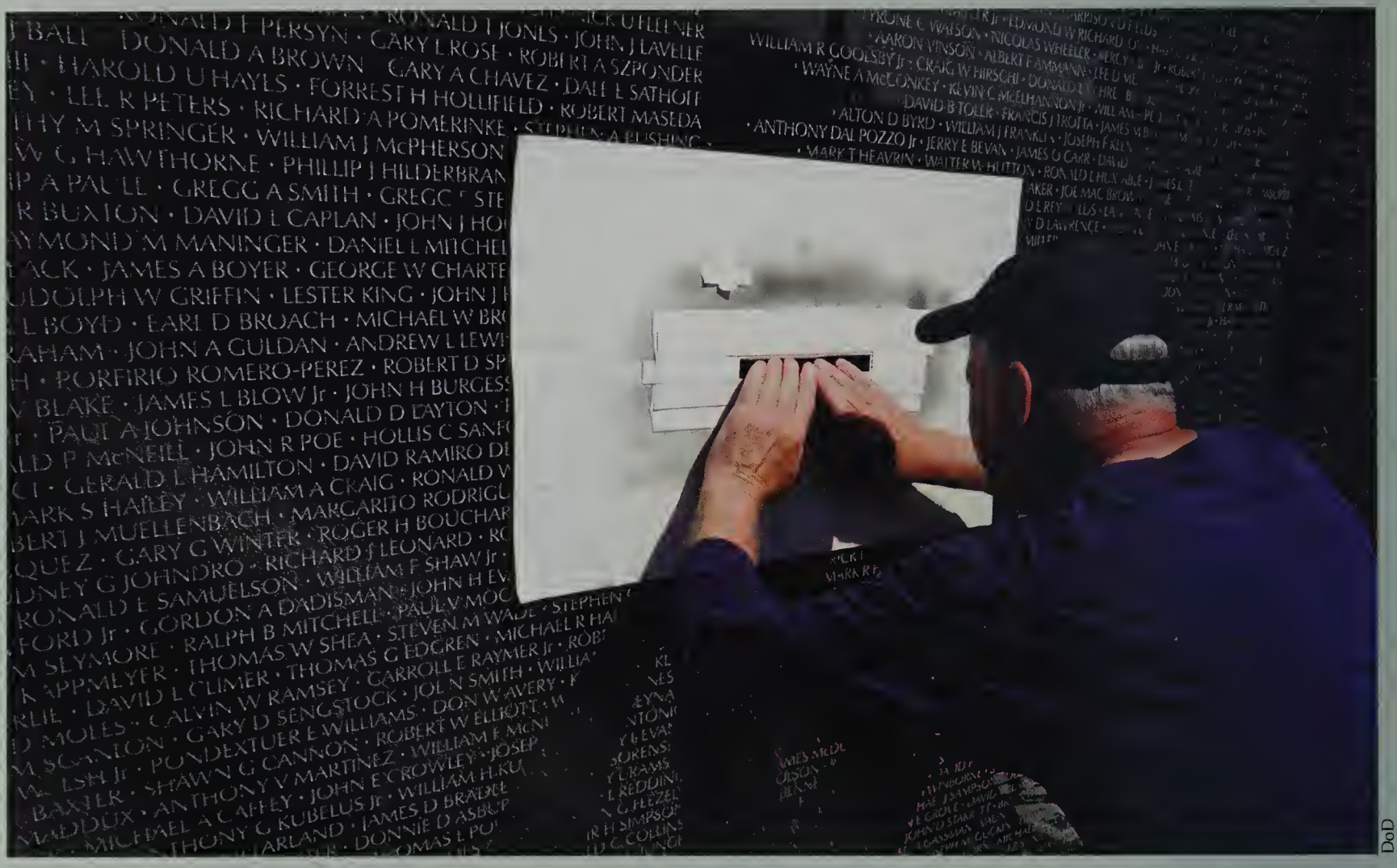
After eight years of combat and related battlefield lessons learned, the revised WTBD were generated via a review by a committee of soldiers of all ranks who serve in operational units as well as at training bases. The new WTBD plan reduces the number of warrior tasks from 32 to 15 and battle drills from 11 to 4; critical subtasks have been cut from 205 to 76.

As reported in the Army publication *Stand-To!*, "The revised WTBD and subtask list were extensively vetted [by] all the major commands."

In addition, *Stand-To!* reports, the changes are "based on the philosophy that all soldiers—regardless of rank or military occupational specialty—need specific skills [in] which to gain proficiency ..." Essentially, the list serves as a foundation upon which commanders can build their soldiers' skills apropos of specific missions and training resources.

According to GEN Martin Dempsey, TRADOC commanding general, the changes emphasize and reinforce the notion that both the operating and generating forces share equally in the responsibility to train "both soldiers and leaders and [build] capable units and formations." The refined WTBD list, which is being incorporated into the new program of instruction for basic training, reflects a greater latitude in the revised skills qualifications. The WTBD will soon be available on the Army Training Network web site, http://www.armytrainingnetwork.com.

The current keystone document on Army training, Field Manual 7-0 *Training for Full Spectrum Operations*, is also undergoing revision. An updated draft of the manual—which will reflect the



DoD

Additions to The Wall. The names of three soldiers and three marines were added to the Vietnam Veterans Memorial in Washington, D.C., in May. All six men died as a result of wounds sustained within the combat zone during the Vietnam War.

U.S. Army:

- CPT Edward F. Miles, Manhasset, N.Y.
- SGT Michael J. Morehouse, Covington, Ky.
- LTC William L. Taylor, Tampa, Fla.

U.S. Marine Corps:

- LCpl John E. Granville, Los Angeles, Calif.
- LCpl Clayton K. Hough Jr., Holyoke, Mass.
- Cpl Ronald M. Vivona, Suffolk, N.Y.

In addition, the status designations of 11 servicemembers were changed. Beside each name on the memorial is a symbol that designates status: a diamond indicates a confirmed death; a cross represents missing in action. When a servicemember's remains are returned or accounted for, the diamond symbol is superimposed over the cross.

The changes raise the total number of names on The Wall to 58,267 men and women who were killed or are still missing in action.

The Department of Defense sets the criteria for and makes decisions concerning eligibility of names for inscription. The Vietnam Veterans Memorial Fund pays for the name additions and status changes.

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reality of a hybrid threat and reinforce the concept that offense, defense, and stability or civilian support operations will occur simultaneously and throughout the spectrum of conflict—was slated to be published this spring, with release scheduled for the Association of the U.S. Army Annual Meeting and Exposition in October.

Public Health Command. Commander of U.S. Army Medical Command LTG Eric B. Schoomaker has directed establishment of the U.S. Army Public Health Command (USAPHC). USAPHC will consist of the entire current U.S. Army Center for Health Promotion and Preventive Medicine (USACHPPM), headquartered at Aberdeen

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GENERAL OFFICER CHANGES*



MG J. Anderson from CoS, USF-I, OIF, Iraq, to Dir. of Ops., Readiness and Mobilization, ODCS, G-3/5/7, USA, Washington, D.C.



MG E.C. Cardon from Dep. Cmdt., CGSC, Fort Leavenworth, Kan., to Dep. CG-Spt., USF-I, OIF.



MG B.A. Casella, USAR, from Cmdr., 63rd RSC, Moffett Field, Calif., to CG, AAFES, Dallas, Texas.



MG J.E. Chambers from CG, SCoE and Fort Lee, Fort Lee, Va., to Dir. for Logistics, J-4, USCENTCOM, MacDill AFB, Fla.



MG K.S. Dowd from Dir. for Logistics, J-4, USCENTCOM, MacDill AFB to CG, 1st TSC, Camp Arifjan, Kuwait.



MG W.B. Garrett III from CG, USARAF/CG, SETAF, Italy, to CoS, USF-I, OIF.



MG J.L. Hodge from CG, SDDC, Scott AFB, Ill., to CG, SCoE and Fort Lee.



MG J.L. Huggins Jr. from Dir. of Ops, Readiness and Mobilization, ODCS, G-3/5/7, USA, Washington, D.C., to CG, 82nd Airborne Division, Fort Bragg, N.C.



MG S.R. Lanza from Dir., J-9, USF-I, OIF to Chief of Public Affairs, OSA, Washington, D.C.



MG K.A. Leonard from Dep. CoS for Logistics and Ops., AMC, Fort Belvoir, Va., to CG, SDDC, Scott AFB.



MG M.S. Repass from CG, USASFC (Abn.), Fort Bragg to Cmdr., SOCEUR/Dir. of Spec. Ops., USEUCOM, Germany.



MG J.E. Rogers from CG, 1st TSC, Camp Arifjan, Kuwait, to CG, AMCOM, Redstone Arsenal, Ala.



MG J.L. Votel from Dep. CG, JSOC, USSOCOM, Fort Bragg to CoS, USSOCOM, MacDill AFB.

Brigadier Generals: **D.P. Anson**, USAR, from Dir., Legislative Affairs, IMA, USSOCOM, Washington, D.C., to Dep. Dir. of Ops., J-3, USSOCOM, MacDill AFB; **R.P. Ashley Jr.** from Dir. of Intel., J-2, JSOC, Fort Bragg to Dir. of Intel., J-2, USCENTCOM, MacDill AFB; **P.C. Bayer Jr.** from CoS, I Corps, Fort Lewis, Wash., to Dir. of Strategy, Plans and Policy, ODCS, G-3/5/7, USA, Washington, D.C.; **J.S. Buchanan** from Dep. CoS, G-3/5/7, USARC, OCAR, Fort McPherson, Ga., to Dir., J-9, USF-I, OIF, Iraq; **D.B. Enyeart**, ARNG, from Asst. AG/Dep. CG, MANSCEN, Ore. ARNG, Salem, Ore., to Dep. Senior Mil. Rep./Chief, NATO Advisory Team-Sarajevo, Bosnia; **M.X. Garrett** from Dep. CG, USAREC, Fort Knox, Ky., to CoS, XVIII Airborne Corps, Fort Bragg; **A.R. Ierardi** from Dir., Joint and Futures, ODCS, G-8, USA, Washington, D.C., to Dir. of Force Mgmt., ODCS, G-3/5/7, USA, Washington, D.C.; **P.J. LaCamera** from Dep. CG, JSOC, Fort Bragg to Dep. CG, 25th Infantry Division, Schofield Barracks, Hawaii; **R.C. Longo** from Dir. of Training, ODCS, G-3/5/7, USA, Washington, D.C., to Dep. CoS, Ops and Training, TRADOC, Fort Monroe, Va.; **A.R. Lynn** from CG, 311th Theater Sig. Cmd., Fort Shafter, Hawaii, to CG, Signal CoE and Fort Gordon, Fort Gordon, Ga.; **K.W. Mangum** from Dep. CG-C, USD-C, OIF to CG, Army Spec. Ops. Aviation Cmd., Fort Bragg; **B.W. May** from CG, BCT-CoE and Fort Jackson, Fort Jackson, S.C., to Dir., ITAT, USF-I, OIF; **R.M. McCaleb** from Dep. Dir., Program Analysis and Evaluation, ODCS, G-8, USA, Washington, D.C., to Dir. of Resource Mgmt., Third Army/USARCENT, Camp Arifjan, Kuwait; **L. Miles** from Dir., ITAT-Army, USF-I, OIF to Dep. CG, I Corps and Fort Lewis, Fort Lewis, Wash.; **J.C. Nixon** from Dep. CG (Ops.), 25th Infantry Division, Schofield Barracks to Dep. Dir. for Ops.-Force Protection, USCENTCOM, MacDill AFB; **B.T. Roberts** from Dir. of Integration, ODCS, G-8, USA, Washington, D.C., to Dep. CG, USAREC, Fort Knox; **F.S. Rudesheim** from Dep. CG (Spt.), 1st Cavalry Division, Fort Hood, Texas, to Dir. for Requirements and Integration, J-8, USJFCOM, Norfolk, Va.; **P.L. Wentz** from CG, 13th Sustainment Cmd. (Expeditionary), Fort Hood, Texas, to Dep. CoS, G-4, USAREUR and Seventh Army, Germany; **L.D. Wyche** from CG, JML, LCMC/JMC, Rock Island, Ill., to Dep. CoS for Logistics and Ops., AMC, Fort Belvoir.

■ ***AAFES**—Army and Air Force Exchange Service; **AMC**—U.S. Army Materiel Command; **AMCOM**—U.S. Army Aviation and Missile Command; **ARNG**—Army National Guard; **BCT-CoE**—Basic Combat Training Center of Excellence; **CGSC**—U.S. Army Command and General Staff College; **CoE**—Center of Excellence; **CoS**—Chief of Staff; **IMA**—International Military Affairs; **ITAT**—Iraq Training and Advisory Team; **JML**—Joint Munitions Lethality; **JSOC**—Joint Special Operations Command; **LCMC-JMC**—Life Cycle Management Command/Joint Munitions Command; **MANSCEN**—U.S. Army Maneuver Support Center; **OCAR**—Office of the Chief, Army Reserve; **ODCS**—Office of the Deputy Chief of Staff; **OIF**—Operation Iraqi Freedom; **OSA**—Office of the Secretary of the Army; **RSC**—Regional Support Command; **SCoE**—Sustainment Center of Excellence; **SDDC**—Military Surface Deployment and Distribution Command; **SETAF**—U.S. Army Southern European Task Force; **SOCEUR**—Special Operations Command Europe; **SPT.**—Support; **TRADOC**—U.S. Army Training and Doctrine Command; **TSC**—Theater Sustainment Command; **USAR**—U.S. Army Reserve; **USARAF**—U.S. Army Africa; **USARC**—U.S. Army Reserve Command; **USARCENT**—U.S. Army Central; **USAREC**—U.S. Army Recruiting Command; **USAREUR**—U.S. Army Europe; **USASFC**—U.S. Army Special Forces Command (Abn.); **USCENTCOM**—U.S. Central Command; **USD-C**—U.S. Division-Center; **USEUCOM**—U.S. European Command; **USF-I**—U.S. Forces-Iraq; **USJFCOM**—U.S. Joint Forces Command; **USSOCOM**—U.S. Special Operations Command.*

**Assignments to general officer slots announced by the General Officer Management Office, Department of the Army. Some officers are listed at the grade to which they are nominated, promotable or eligible to be frocked. The reporting dates for some officers may not yet be determined.*

Proving Ground, Md., and select missions from U.S. Army Veterinary Command, headquartered at Fort Sam Houston, Texas, which will fully integrate by October.

The Army does not anticipate any job losses or forced civilian moves associated with the stand-up of the new command. According to BG Timothy Adams, who, as commander of the USACHPPM, will take over USAPHC, "The end state is to have integrated, synchronized, standardized best practices in the organizations to protect and enhance health and well-being of the force." In the future, veterinary services providers and preventive medical providers at the same installation will both answer to the same person, rather than to different people as they do now.

The creation of the new command will occur in two phases. In the current phase, a concept plan will be developed that describes the command's mission, roles and responsibilities. Once headquarters approval of the concept plan is attained—slated for October 1—USAPHC will achieve initial operational capability, launching the second phase. Transition is expected to take about two years. ★

Army Casualties in Afghanistan

The following U.S. Army soldiers were reported killed in Operation Enduring Freedom from April 1 to April 30, 2010. All names have been released through the Department of Defense; families have been notified.

SGT Robert J. Barrett, 20
SSG Scott W. Brunkhorst, 25
SPC Joseph T. Caron, 21
SGT Roberto E. Diaz Borio, 47
SGT Sean M. Durkin, 24
PFC Jonathon D. Hall, 23
SGT Michael K. Ingram Jr., 23
CPL Michael D. Jankiewicz, 23
SGT Nathan P. Kennedy, 24
SGT Ronald A. Kubik, 21
CSM John K. Laborde, 53
SGT Jason A. Santora, 25
SGT Randolph A. Sigley, 28
SGT Grant A. Wichmann, 27

Army Casualties in Iraq

The following U.S. Army soldiers were reported killed in Operation Iraqi Freedom from April 1 to April 30, 2010. All names have been released through the Department of Defense; families have been notified.

PFC Charlie C. Antonio, 28
PFC William A. Blount, 21
SGT Keith A. Coe, 30
1LT Robert W. Collins, 24
SGT Kurt E. Kruize, 35
PFC Raymond N. Pacleb, 31
SSG James R. Patton, 23
SSG Christopher D. Worrell, 35



Front & Center

Can We Do It Right?

By GEN Frederick J. Kroesen
U.S. Army retired

In March 1972, our wartime headquarters in the northern provinces of the Republic of Vietnam (RVN), XXIV Corps, moved to Japan, and the First Regional Assistance Command (FRAC) was formed to continue our advisory role for the Army of the Republic of Vietnam (ARVN) I Corps. The occasion came to mind when our government announced that all of our combat troops will be out of Iraq this summer, leaving a complement of administrative forces to continue our logistic support and the advisory commitment to train and manage the improvement of the Iraqi army and national police organizations.

The FRAC had the same mission. Vietnamization of the war was almost complete. U.S. combat forces in I Corps were down to one brigade whose mission was to protect the Da Nang Air Base and the approaches through which occasional rocket attacks could still be launched. *Defense* was the watchword; American offensive operations were prohibited, and any combat activity was only defensive fires or aviation support of ARVN operations.

FRAC organization reflected the concepts of the mission statement—large G-1, G-4 and G-5 staffs, and a G-2/G-3 staff of one lieutenant colonel and a few assistants who would watch over ARVN training. Special staff representation included transportation, maintenance and supply, and communications, but only token air-defense, fire-support and air-liaison officers or NCOs.

Less than two weeks after the establishment of the FRAC, March 30, the North Vietnamese Army (NVA) attacked with conventional army forces, crossing the demilitarized zone into Quang Tri, from Laos into the Central Highlands and from Cambodia in a direct azimuth aiming to capture Saigon, the RVN capital. The outcome of the Easter Offensive is another story: RVN and U.S. forces were unprepared for what was transpiring. No one said so, but it was the Tet Offensive of 1968 in a different format. No one, apparently, had considered that the NVA would launch such a campaign, hence there were no plans to defend against it.

The FRAC, drawn immediately into combat operations, set about restoring a G-2/G-3 capability, welcomed the arrival of a U.S. Air Force headquarters coordinating air support, and attempted to energize a logistical system not really geared for war. In the first weeks, Quang Tri was being lost while the FRAC was learning the extent of the problem and building a capability to contribute to the combat effort. I Corps had no plan for defending Thua Thien Province and the city of Hue. The I Corps commander committed all possible combat forces to Quang Tri—marines, rangers, armored cavalry and a tank battalion—all attached to the 3rd ARVN Division. Unfortunately, the 3rd Division commander received no added logistical support and no communications that would provide the means for him to exercise control and direct operations.

Just one example sums up the situation. A brand-new 20th Tank Battalion, the first ARVN unit equipped with M48 tanks, conducted a training graduation ceremony, then immediately departed from Thua Thien Province to defend the town of Dong Ha and the Cua Viet River line in Quang Tri Province. The battalion performed very well, ran out of both ammunition and fuel and then unfortunately (again) had to abandon its M48s as it was driven south. The total force in Quang Tri was not much better served.

U.S. Army forces remaining in Quang Tri were prohibited from any offensive action. The 196th Light Infantry Brigade continued its defensive mission and could not be used for any other purpose. Its battalions were restricted to their firebases and their normal patrolling activity was severely restricted.

The following lessons can be learned from the events of 1972:

- Withdrawal of combat forces does not mean the war is over. Plans for continuing engagements are essential and mandatory.
- Noncombat forces must be able to defend themselves—to wage combat essential to their own security and their mission.
- Limitations, prohibitions and restrictive rules of engagement that have not considered a recurrence of renewed combat actions by the enemy invite casualties they are designed to prevent.
- Realistic defense plans for every unit, every installation and every mission, backed by combat-capable reserve forces that can respond to any crisis, are minimum essential requirements for the "noncombat" forces remaining in the theater.
- Political understanding and the will to sustain whatever commitment are as important to such a mission as the military ability to pursue the goals.

The ARVN, with U.S. Air Force support, ultimately prevailed in 1972 and 1973, proving the success of Vietnamization and the fighting capabilities of the ARVN forces. Unfortunately (for the third time), those capabilities went to waste when the North Vietnamese invaded again in 1975 and U.S. air and logistics support was denied. We have the ability to ensure that the same scenario is not repeated in Iraq or Afghanistan. □

GEN Frederick J. Kroesen, USA Ret., formerly served as Vice Chief of Staff of the U.S. Army and commander in chief of U.S. Army Europe. He is a senior fellow of AUSA's Institute of Land Warfare.

Time to Lead, and Live

By LTG James M. Dubik
U.S. Army retired

Think about this: Each of us has all the time there is, so the real issue for leaders is how to use that time wisely. After publishing an article years ago about the training and leader-development programs that CSM Ron Semon and I used in our infantry battalion, the typical question I heard was, "How did you find the time to do all that?" As I have interacted with leaders over the years, many have asked a similar question: "How do you find the time to lead, not just respond to the demands of daily business?" My answer has been consistent: "You'll never *find* time to lead; you have to *make* time."

To help me structure my time, whether as a commander or in a staff position, I have asked myself four questions. I cannot claim that I've always answered these questions correctly, nor can I say that I've always used my time most effectively. But by asking these questions continuously, I believe that I have, more often than not, been able to focus myself and my organization on what was important. I offer them for your consideration.

■ **My scheduling and calendar process is supposed to help me focus on what is important. Does it?** The issue is not to try to do more. Although it sounds un-American, more is not necessarily better when it comes to scheduling time.

The first thing the senior leader has to do is list what is important to him or her and to the organization, then translate that list into an action and frequency checklist. For example, a battalion commander might say "developing my subordinates" is important. That may translate into "conduct separate leader-development classes for my lieutenants and captains each quarter," with similar sessions held by the command sergeant major (CSM) for platoon sergeants and first sergeants. A brigade commander might say that "staying in touch with the spouses of soldiers in my command" is important. That might translate into "host breakfasts for spouses at my home monthly with my CSM." Finally, a division commander might say "establishing a relationship with the local community and media" is important. That might translate into "meet with a local political leader, business leader or media person each quarter," or "host a community-leader social event and a media roundtable semiannually." The result will be a list of actions that becomes part of the leader's daily, weekly, monthly, quarterly, semiannual or annual "battle rhythm."

The second thing the senior leader must do is gather selected members of the staff to create a recurring events-and-requirements list. A commanding general, for example, might ask the chief of staff to gather with the secretary of the general staff, protocol officer, public affairs officer, CSM and executive assistant. Some commands have this list as a matter of record; others do

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not. Staff officers or commanders at other levels will gather a different set of staff members. Regardless, every senior leader inherits a list of obligations associated with the position—annual recognition lunches or dinners, holiday receptions, commander's conferences, unique community events and so on. Identifying these expectations and adding them to the battle-rhythm checklist will help in making the trade-offs that are inevitably necessary in deciding what is important for the senior leader. Other important events or activities can be delegated.

The result should be a consolidated checklist that the senior leader and the staff can use in guiding daily and weekly scheduling; monthly and quarterly calendar planning; and time-management analysis. The checklist provides a useful standard in tracking the senior leader's time and providing an answer to "How am I doing relative to what I've identified as important?"

■ **The urgent is always present. Some of the urgent I must do; most of it, I can ignore. How does my scheduling and calendar process help me distinguish between the two?**

E-mails, phone calls and crises are part of every leader's day. One way to deal with these is to schedule "executive time." These blocks—perhaps one first thing in the morning, another at night, and two or three 15-minute blocks during the day—can be very useful for e-mail and phone calls. Knowing these times are available, the senior leader sets the condition to avoid being "screen-sucked" or "phone-sucked."

Crises and "changes directed from above" are a different story. Some will require the senior leader to alter scheduled activities. (Such is life as a leader.) But many crises and changes, in my experience, can actually be handled by someone else. As a crisis or change pops up, a quick discussion often ends with: "Let the chief, the XO, the operations officer, the CSM, or some other appropriate subordinate handle this." Crises and changes can be viewed as leader-development opportunities. While dealing with a crisis or change is certainly important, it is not necessarily important for the senior leader to handle the action. Having a schedule attuned to what is important gives the senior leader a standard to judge the relative importance of a particular crisis or schedule change. If the crisis or change is more important than what is already scheduled, then the senior leader may attend to it. If not, then the crisis or change can be delegated.

■ **Not everything that is important is a task. Leadership is being present and providing personal touches during the day; motivating, inspiring and coaching; and creating a climate of trust. How does my scheduling and calendar process capture these?**

All senior leaders are type-A personalities; we differ only in degree. Most of us also fall in the judging category in the Myers-Briggs assessment. We make lists so that we can check items off and see progress. All this is mostly good. The problem is that much of what a senior leader must do is not really finite. Rather, senior leadership requires having the time to think, to formulate and communicate a direction, and to understand when that direction



must change. Much of senior leadership is also "being there" to show concern, see things firsthand, provide the wisdom of experience, lend support to an important activity, or give guidance before an activity begins so as not to waste a subordinate's or staff's time.

One way to increase the probability of having the time for these leadership activities is to follow the process outlined previously. Identifying what is important, then translating that into action and frequency, helps a senior leader make the time necessary to lead. To sustain this kind of focus, the senior leader should convene formal, weekly scheduling meetings that "lock in" the next week's calendar, present the draft for the following three weeks and project the tentative plan for the next two months. The senior leader should also designate his or her aide, chief of staff or executive officer to provide a monthly evaluation of how time was actually used relative to the action/frequency checklist. Time is the senior leader's most important resource. Knowing how that resource is used, therefore, ought to be a matter of significance to the senior leader and the command.

■ **This is my life. It's not a rehearsal for something that will come later. My life does not begin when I retire. It's now. What is important, therefore, includes nonmilitary activities. How does my scheduling and calendar process capture these?**

Besides being military leaders, all of us are sons or daughters, brothers or sisters, mothers or fathers, and friends. In addition to having a professional dimension to our lives, we also have physical, emotional, spiritual, social and intellectual dimensions—or should. Sometimes our professional life trumps the other aspects, but if our professional life always trumps these other roles and dimensions, we risk living a one-dimensional life that lacks complete meaning. At the end of one's life, few say that they wish they had worked more and spent less time with those they love.

All of us live busy lives full of demands. For senior leaders without a structured approach to planning and evaluating the use of their time, the immediate and urgent smothers the important, and the professional smothers all other roles and dimensions of life. This structured approach is not a guarantee that such smothering will not happen, but it does increase the probability that the senior leader will focus on the important, having the time to lead and to live. War certainly makes such a time-management approach more difficult, but it also makes it much more critical. □

LTG James M. Dubik, USA Ret., is a former commander of Multi-National Security Transition Command-Iraq and a senior fellow of AUSA's Institute of Land Warfare.

Recommended Reading

For more about time management, *First Things First: To Live, To Love, To Learn, To Leave a Legacy* by Stephen Covey presents a detailed road map with tools and procedures that help leaders focus their time wisely.

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Army Teamwork—A National Asset

By BG Harold W. Nelson
U.S. Army retired

On June 14, the Army celebrates its 235th birthday, the anniversary of the day when Continental troops were raised to join provincial militias in the siege of Boston. Our National Guard traces its roots back to those pre-Revolutionary War militias, and thus its foundations in some states stretch far before 1775. We all come together to celebrate the 14th of June because our nation's independence grew from the partnership between state and federal forces, and that partnership is still characteristic of today's Guard, Reserve and active duty forces.

Old-timers who read ARMY can likely remember times when the partnership wasn't nearly as strong as it is today. When conscription filled the active Army's ranks, many young men volunteered to serve their country in the Army Reserve and National Guard. As the war in Vietnam lengthened and no National Guard divisions were federalized, some active duty soldiers



U.S. Army/Daren Reehl

Soldiers from the active and reserve components head to midfield during pregame activities at the Army-sponsored All-American Bowl.



viewed their friends in the Guard with a jaundiced eye. Policies and commitments beginning in the 1970s helped close the gap perceived by these observers, and, by the late 1980s, National Guard soldiers were routinely training alongside their active Army counterparts and were expected to play a major role in any large operation conducted by America's Army.

When Saddam Hussein invaded Kuwait nearly 21 years ago, U.S. Army National Guard and Army Reserve formations played key roles in every aspect of America's response. But National Guard brigades that had been expecting to be integral parts of deploying active Army divisions were still engaged in predeployment training when the rapid advance of coalition ground forces led to a speedy cease-fire. The subsequent drawdowns in the active Army and the reduction of prepositioning-of-material-configured-in-unit-sets stocks allowed accelerated modernization of National Guard units. The fine performance of Guard and Reserve units that had participated in Operation Desert Storm, together with resolute leadership in all components, provided the framework for renewed cooperation among components during the 1990s. When sustained operations began in Iraq more than seven years ago, all parts of the Army shouldered the load. They continue to share in the sacrifices.

As we celebrate this Army birthday, we also celebrate an emerging generation of soldiers and leaders who will spend their entire careers in an Army made up of three strong components working together to accomplish missions. This team is a great national asset that must be nurtured in the challenging years ahead because our history reminds us that the teamwork we see today was not developed quickly or easily. □

BG Harold W. Nelson, USA Ret., is a former U.S. Army Chief of Military History. He has served on the faculties of the U.S. Military Academy, the U.S. Army Command and General Staff College and the U.S. Army War College.

Nuclear Changes Prompt Much Ado About Little

By Richard Hart Sinnreich

It was a big week in early April for those concerned one way or another about nuclear weapons: The Pentagon released the results of its year-long Nuclear Posture Review (NPR), outlining the administration's nuclear policy and program intentions. Subsequently, President Obama and Russian President Dmitri Medvedev signed a new Strategic Arms Reduction Treaty (START) agreeing to the largest cuts in the two nations' nuclear arsenals since the demise of the U.S.S.R.

Perhaps unsurprisingly, both events have drawn fire simultaneously from conservatives who object that they undermine deterrence and liberals who complain that they don't go far enough toward ending the nation's reliance on nuclear weapons altogether. Those reactions very likely are no more than extreme reflections of disagreements within the administration itself.

Nuclear policy always has been as much about perceptions as about reality, and thus a sort of strategic Rorschach test for the more ideological among us. No nuclear weapon has detonated in anger since 1945. Neither has there been another world war. The connection between those two indisputable facts, unfortunately, remains wholly indeterminate, and that indeterminacy invites theological disputation.

Moreover, whether those April events have altered that connection in any significant way can be debated. Between them, the NPR and START agreement certainly will affect the size and shape of America's nuclear arsenal and, to a limited extent, the strategic message that that arsenal conveys. In both respects, however, their practical effect arguably will be strategically marginal.

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The change that has drawn the most fire from both ends of the political spectrum is embodied in a single sentence of the NPR: "The United States will not use or threaten to use nuclear weapons against non-nuclear weapons states that are party to the NPT [Nuclear Non-Proliferation Treaty] and in compliance with their nuclear non-proliferation obligations."

It would take more than one column to parse that sentence in detail, but its overall effect, and the principal source of conservative angst, is to relax, albeit conditionally, America's long-standing refusal to renounce the initiative use of nuclear weapons. For liberals, in contrast, the NPR's principal weakness is precisely its failure to adopt such a no-first-use policy unconditionally.

Both almost certainly overrate the practical effect of the change. The principal case for retaining a first-use policy always was the desire to deter non-nuclear threats to which we had an inadequate non-nuclear counter—for example, an overwhelming Soviet conventional attack on Europe—or, in the case of biological weapons, any use of which we *have* forsworn, no direct counter at all.

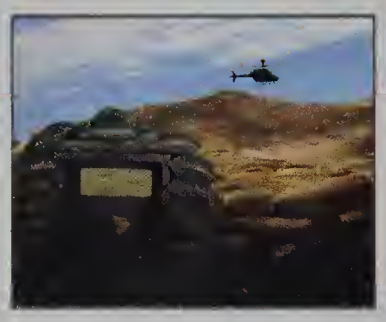
Just how effective that threat actually has been remains obscure. Records released since the collapse of the U.S.S.R., for example, make it clear that Soviet leaders fully expected any war in Europe to become nuclear and planned accordingly. However, they also expected us to start it.

In the meantime, today, it's we, not the Russians, who have become the world's conventional 800-pound gorilla, and they, not we, who have become more worried about conventional inferiority. Thus, ironically, the April 8 *Washington Post* reported unnamed Russian officials' insistence that any further nuclear arms reductions take into account what they view as "NATO's superior conventional forces."

As for deterring other threats, such as chemical or biological attack, it's not entirely clear what the nuclear threat contributes that other responses wouldn't deter equally well. Such a threat *may* have helped dissuade Saddam Hussein from employing chemical weapons in 1991, although the evidence is speculative at best. But it probably would have little impact, if any, on Osama bin Laden or his ilk.

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"First fill these out in triplicate."

On the other hand, notwithstanding its obvious intent, the change in policy is equally unlikely to do much to discourage nuclear proliferation. Of today's "undeclared" nuclear states with significant nuclear capabilities, not one developed its arsenal primarily or even secondarily in response to U.S. nuclear policy. Nor are North Korea or Iran, the most imminent potential proliferators, likely to be impressed one way or another by the NPR's pointed wording.

Of somewhat more practical import is the NPR's commitment to refrain from developing and fielding new nukes intended to "support new military missions or provide for new military capabilities." One effect is to quash efforts to design warheads specifically to attack hardened and deeply buried targets, for which many conservatives have called. But the other effect is to justify investing in the overdue and much-needed refurbishment of existing nuclear warheads, which congressional liberals have repeatedly opposed.

On this issue, as with declaratory policy—in short, in adopting the middle ground—the administration has earned the ire of both ideological extremes. Sadly, these days, it should have expected nothing better. □

Richard Hart Sinnreich writes regularly for The Lawton *(Okla.)* Sunday Constitution. *This article originally appeared in the April 11, 2010,* Lawton Constitution *and is reprinted by permission of the author.*

Commemorating the Korean War

June 25 marks the 60th anniversary of the start of the Korean War, which concluded three years later with an armistice agreement on July 27, 1953.

To commemorate the Army's service to America during the Korean War, over the next three years, ARMY Magazine will publish a retrospective series of articles covering the war and its aftermath. □

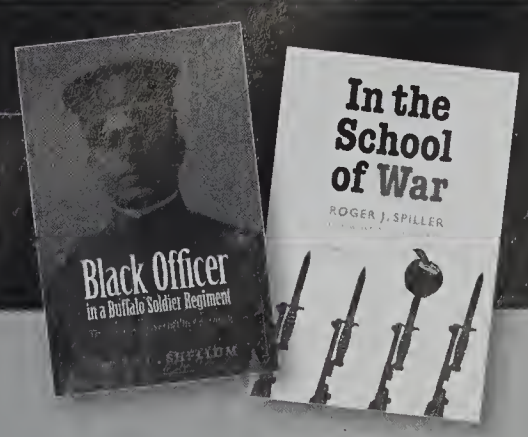


DoD

The 19 steel figures of the Korean War Veterans Memorial on the National Mall, in Washington, D.C., depict a squad on patrol. The windblown ponchos suggest the harsh weather soldiers encountered.

GREAT READING

Black Officer in a Buffalo Soldier Regiment tells the story of West Point graduate Charles Young, who—willingly or not—served as a standard-bearer for his race in the officer corps for nearly thirty years.

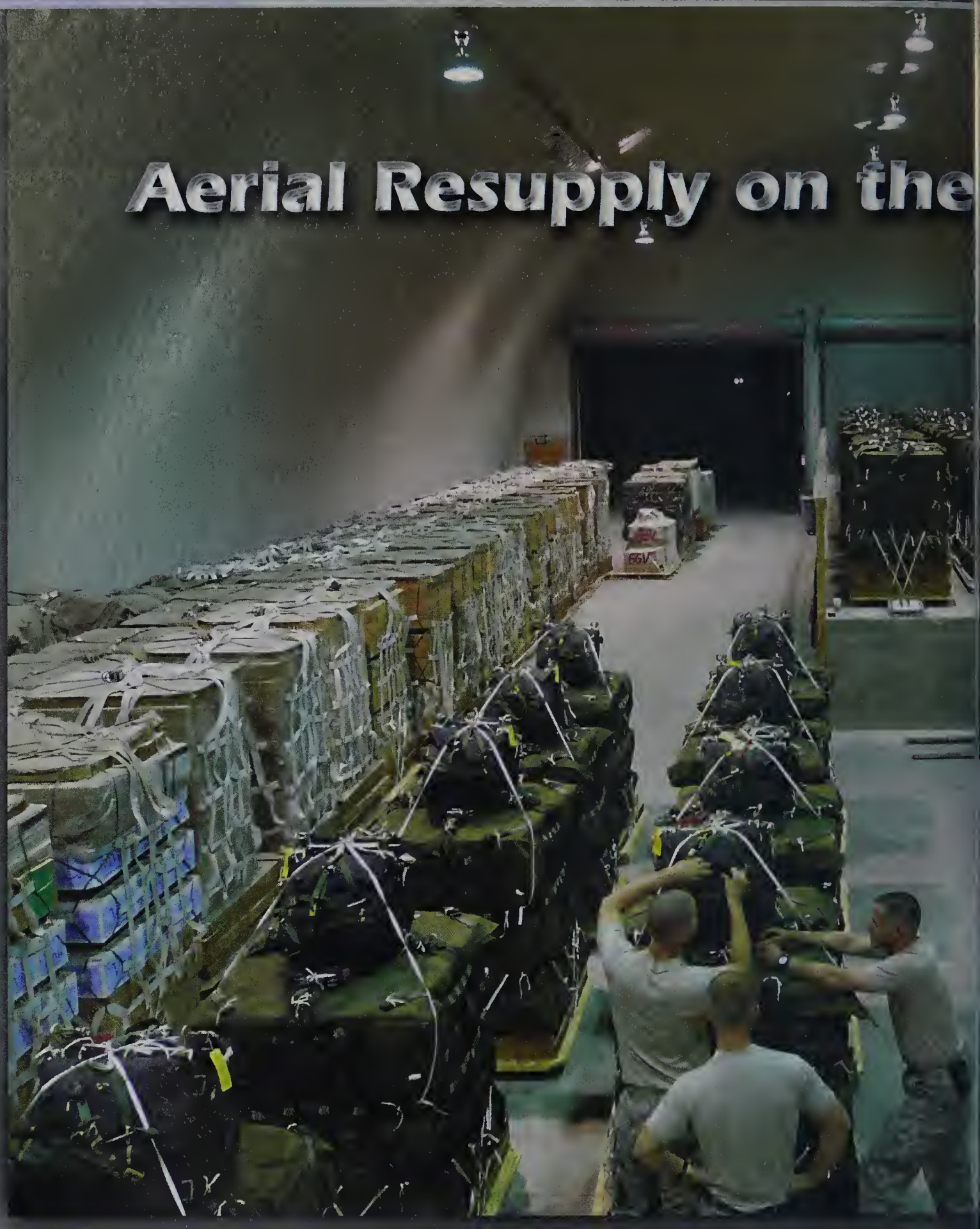


In the School of War reveals the complex relationship between past and present in an understanding of the nature of war. This volume brings together author Roger J.Spiller's original and thought-provoking explorations of wars big and small and armies glorified and ignored.

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Aerial Resupply on the



Soldiers prepare supplies for delivery via airdrop, a critical method of resupply in Afghanistan, where rugged terrain, harsh weather and a rudimentary road system pose sustainment challenges.



U.S. Army/SSG Andrew Smith

From left to right: Bundles of bottled water destined for Combat Outpost (COP) Herrera are released above Paktiya Province, in eastern Afghanistan. The loads drift to the ground where they are recovered by U.S. Army soldiers.

Forefront in Afghanistan



U.S. Army

By LTG Mitchell H. Stevenson

The environment in Afghanistan is replete with many challenges for Army logisticians. As they continue to sustain a force of nearly 70,000 soldiers operating from multiple—often remote—locations throughout the country, they also support President Obama's directed surge of an additional 30,000 forces. A landlocked nation with limited road infrastructure, few airfields, rugged terrain and harsh weather conditions, Afghanistan is possibly the most difficult place in which to execute sustainment operations. As one means of overcoming these sustainment challenges, Army logisticians are using a method of resupply that, while not new, has undergone a renaissance of sorts in Afghanistan—aerial resupply.

Short History of Airdrop

Aerial resupply—the delivery of supplies via airdrop from fixed- or rotary-wing aircraft—has been part of the logistician's tool kit since World War II. During World War II, as in many subsequent conflicts, U.S. forces employed airdrops primarily as a means of emergency resupply. In the winter of 1943, part of Fifth U.S. Army was isolated in the Italian Alps. With ground convoys unable to reach these units, logisticians packed supplies into empty fuel tanks placed on the underbellies of A-36 bombers that released the supplies above the stranded units. During the Battle of the Bulge, 976 tons of supplies were air-dropped to troops in a period of five days.

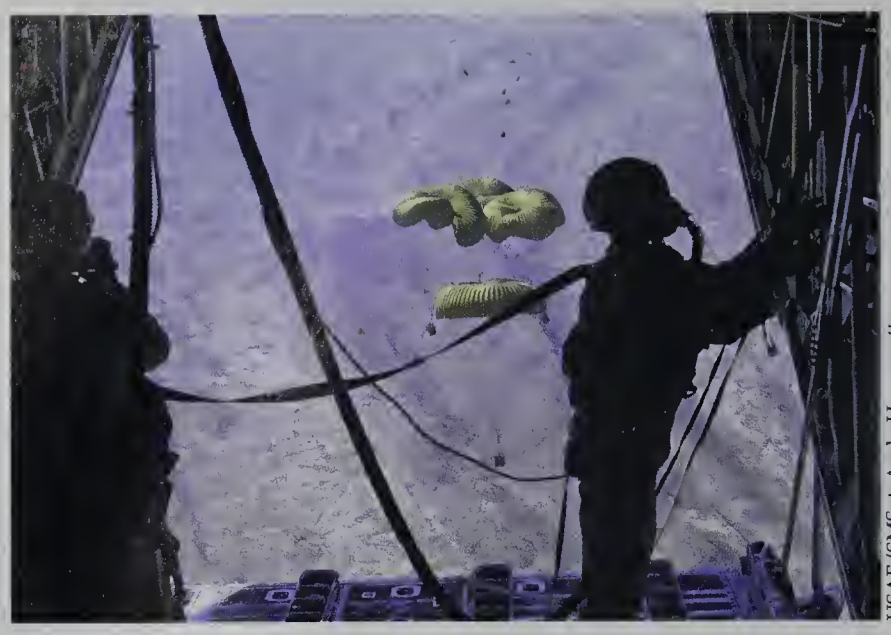
With parallels to the environment in which our soldiers now operate in Afghanistan, during the Korean War, U.S. forces relied on aerial resupply to overcome infrastructure limitations. Difficult terrain, the lack of road or rail networks, and enemy activity limited the amount of sustain-



U.S. Army/SSG Andrew Smith



U.S. Army/SSG Andrew Smith



USAF/SMSgt. Andy Huneycutt

A U.S. Air Force loadmaster secures the ramp of a C-130 Hercules after dropping supplies to ground forces in Afghanistan in 2007.

ment that logisticians could deliver via surface lines of communication. It was during the Korean War that Army quartermasters air-dropped an entire M-2 treadway bridge to two Marine Corps divisions cornered at Koto-Ri.

The bridge airdrop during the Korean War notwithstanding, aerial resupply's effectiveness resides in its ability to rapidly deliver relatively small quantities of supplies to locations that are hard to reach by road or rail. These characteristics make airdrops an equally valuable tool in support of humanitarian assistance operations. Operation Provide Comfort, the post-Desert Storm relief effort to assist Kurdish refugees fleeing Saddam Hussein's persecution, provides a good example of aerial resupply's efficacy in this type of operation. With Kurdish civilians stranded in the mountainous border area between Iraq and Turkey, airdrops provided the only feasible means of getting food, water and medical supplies to these refugees.

Aerial Delivery in Afghanistan Today

While aerial delivery has historically been an important tool for logisticians in operations requiring emergency resupply or supporting humanitarian assistance efforts, it has often remained on the periphery of major sustainment operations. In Afghanistan, however, that dynamic has changed. As logisticians support widely dispersed units operating in rough terrain and facing an active enemy, aerial delivery has become increasingly vital. With the vast majority of the country's roads unpaved and with no railroads, airdrops have become the necessary method of delivering many classes of supply—from fuel and water to repair parts and ammunition—especially to remote forward operating bases (FOBs). Indeed, there are a considerable number of FOBs in Afghanistan that can be resupplied only by air.

LTG Mitchell H. Stevenson is the deputy chief of staff, G-4. Among other assignments, he previously served as commanding general, U.S. Army Combined Arms Support Command, Fort Lee, Va., and commanding general, U.S. Army Ordnance Center and Schools, Aberdeen Proving Ground, Md. A graduate of the Command and General Staff College and the U.S. Army War College, he holds a master's degree in logistics management from the Florida Institute of Technology.

The volume of supplies delivered by airdrop in Afghanistan exemplifies its growing importance to the sustainment effort. In 2008, the Army air-dropped 1.2 million pounds of supplies; by 2009, this volume grew to 30 million pounds. In 2010, with an additional 30,000 U.S. forces alone entering the fray, logisticians expect to use airdrops to deliver even more supplies.

As one might imagine, the science of executing effective aerial resupply missions is far more exact than simply strapping a parachute to a bundle and pushing it out of a plane or helicopter. Army logisticians, working with their U.S. Air Force counterparts, consider many factors—such as the type of supplies being delivered, weight, location and terrain at the drop zone—before deciding which of three major aerial resupply methods to use: the joint precision airdrop system, low-cost airdrop system or low-cost low-altitude airdrop system.

Joint Precision Airdrop System (JPADS)

The most sophisticated aerial delivery system, the joint precision airdrop system, makes airdrops from 5,000 to 25,000 feet above ground level. U.S. Air Force C-130 and C-17 aircraft drop container-delivery-system (CDS) loads weighing from 500 to 2,200 pounds, with GPS devices then guiding the loads to their designated point of impact.

JPADS, which works well in many types of terrain, has its challenges in Afghanistan, says CWO Jimmy Taylor, command airdrop advisor, 1st Theater Sustainment Command. "We have such severe terrain here [in Afghanistan]," he said, "that when the guidance system loses contact with the satellite, [the bundle] can fly anywhere." Since JPADS typically is used to reach extremely remote and isolated combat outposts, being off target by as little as 100 meters can send a bundle into a deep ravine, rendering it unrecoverable. An additional challenge comes with retrograde of the valuable GPS devices affixed to each bundle. If retrograding these devices efficiently and safely by ground convoy or helicopter were feasible, there would be little demand for JPADS capability. Thus logisticians currently are not using JPADS as extensively in Afghanistan as was expected, while work on an improved GPS guidance system continues.

Low-Cost Airdrop System (LCADS)

A less costly aerial delivery alternative is the low-cost airdrop system, which drops similar-size payloads as JPADS. Supplies are attached to one of two types of parachutes: a low-velocity type that descends 28 feet per second and is dropped at 1,000 to 3,000 feet above ground level, or a high-velocity type that descends two to three times faster and can be dropped from 3,000 to 25,000 feet above ground. The parachutes used in this system are

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made of polypropylene as opposed to traditional nylon, hence reducing the cost of each system by about $2,000. LCADS is becoming the workhorse in Afghanistan, with more than 8 million pounds of supplies dropped by this method alone in 2009.

Low-Cost Low-Altitude System (LCLA)

The low-cost low-altitude system currently is the least costly alternative and enables airdrops from fixed-wing aircraft and helicopters flying much closer to the ground—at altitudes between 150 and 300 feet above ground level. This makes the LCLA system very accurate and ideal for bringing supplies to small groups of soldiers in extremely remote parts of Afghanistan, according to CWO Taylor. An added LCLA advantage is that the parachute (costing approximately $128 per chute) is disposable, placing no retrograde burden on the unit receiving supplies. Currently, LCLA is designed to deliver payloads between 80 and 450 pounds, but the Army is working to double the payload size.

"During 13 months of sustaining combat operations [in Afghanistan]," said COL Jeffrey Kelley, former commander of the 101st Sustainment Brigade, "we flew supplies every day, seven days a week, to small units located in very remote, hard-to-reach places. [With LCLA], in no time at all combat units had every class of supply they needed—food, water, fuel, ammunition. We also provided humanitarian aid to support the Afghan population."



U.S. Army

A soldier pushes a parachute-less free-drop package from a helicopter during tests.

New Aerial Delivery Options

While improvement efforts continue with the JPADS, LCADS and LCLA systems, the Army also continues to push the envelope in developing aerial delivery technology that logisticians in Afghanistan can bring to bear in sustainment operations.

The Army G-4's Logistics Innovation Agency (LIA) is at the forefront of testing one such technology: the free-drop delivery system (FDS). As the name implies, this system involves free-dropping (without a parachute) bundles of supplies from rotary-wing aircraft at low altitudes and air speeds. The key to FDS is in the system's energy-absorbing characteristics, which prevent damage to the cargo. Having successfully tested FDS with small-arms ammunition, LIA is currently undergoing further testing with the 82nd Sustainment Brigade, the goal being delivery of this system to Army logisticians in Afghanistan quickly. "Having alternative methods to conduct aerial resupply operations," said Nick Zello, the free-drop project manager at LIA, "is enormously important to logistics commanders and increases their ability to deliver what is needed."

Another system under development is the high-altitude low-opening (HALO) container delivery system, which can be air-dropped from altitudes up to 17,500 feet using 500- to 10,000-pound CDS loads. With staged parachute deployments—high-velocity chutes for rapid descent followed by deployment of low-velocity chutes at programmed altitudes—HALO CDS potentially could provide the accuracy attendant with a high-velocity descent coupled with a lighter impact and less damage to supplies.

Aerial Delivery Training

The most essential component of any successful airdrop is rigging the loads and preparing the parachutes before any bundles exit an aircraft. That responsibility depends on the skills of our soldiers and airmen.

The responsibility for training the soldiers who serve as Army riggers in Afghanistan resides with the U.S. Army Quartermaster School's Aerial Delivery and Field Services Department at Fort Lee, Va. Trainers at the "rigger school" rely on experience gained in Afghanistan to inform the current training program.

CWO Joe Jimenez, a parachute rigger trainer at Fort Lee, says, "We've taken all the lessons learned from the past years of aerial resupply in Afghanistan and other parts of the world and incorporated them into our training methods. Talented parachute riggers are crucial to these missions, and each parachute rigger soldier leaves this school prepared to meet the challenges any aerial resupply mission presents." During the 12-week course, soldiers learn to rig loads, pack cargo parachutes for the loads, inspect and repair their aerial delivery equipment, and pack personnel parachutes. Any missed step or incorrect rigging could lead to damaged or destroyed equipment upon impact. "These guys are exceptional," said CWO Jimenez. "When they finish training, there is nothing they can't successfully pack, rig and drop."

Continuing to Sustain the Warfighter

Clearly, aerial delivery technology has come a long way from the use of A-36 bomber fuel tanks to air-drop supplies during World War II. While still primarily a means for delivering relatively low volumes of supplies, aerial delivery remains a critical component in sustaining widely dispersed units operating in the demanding Afghan environment. With the ongoing deployment of an additional 30,000 troops to Afghanistan, Army logisticians fully expect aerial resupply to continue—and continue improving.

The use of current aerial delivery methods such as LCLA and the future incorporation of technology such as the free-drop system, when combined with well-trained soldiers and airmen, will ensure that our warfighters continue to get the right supplies at the right location on time. ★

2010 ARMY Magazine Photo Contest

Sponsored by the Association of the U.S. Army

The Association of the U.S. Army is pleased to announce its fifteenth annual ARMY Magazine photo contest. Amateur and professional photographers are invited to enter.

The winning photographs will be published in ARMY Magazine, and the photographers will be awarded cash prizes. First prize is $500; second prize is $300; third prize is $200. Those who are awarded an honorable mention will each receive $100.

Entry Rules:

1. Each photograph must have a U.S. Army-related subject and must have been taken on or after July 1, 2009.
2. Entries must not have been published elsewhere. Evidence of prior publication of any entry will disqualify it.
3. Each contestant is limited to three entries.
4. Entries may be 300 dpi digital photos, black-and-white prints, color prints or color slides. Photographs must not be tinted or altered. (Send digital photos to jdow@ausa.org.)
5. The minimum size for prints is 5x7 inches; the maximum is 8x10 inches (no mats or frames).
6. The smallest format for slides is 35mm, and slides must be in plastic or paper mounts.
7. A sheet of paper must be taped to the back of each entry with the following information: the photographer's name, Social Security number (for identification and tax purposes), address and telephone number, and caption information.
8. Entries must be mailed to: Editor in Chief, ARMY Magazine, 2425 Wilson Blvd., Arlington, VA 22201-3385, ATTN: Photo Contest.
9. Entries must be postmarked not later than June 30, 2010. Letters notifying the winners will be mailed in September.
10. Entries will not be returned.
11. Employees of AUSA and their family members are not eligible.
12. Prize-winning photographs may be published in ARMY Magazine and other AUSA publications three times.
13. Photographic quality and subject matter will be the primary considerations in judging.

For further information, contact Jeremy Dow (jdow@ausa.org), ARMY Magazine, 2425 Wilson Blvd., Arlington, VA 22201; (703) 841-4300, ext. 204.

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LTC Ralph Riddle, 832nd Transportation Terminal Battalion, explains seaport of debarkation operations to Army Sustainment Command's (ASC) COL Steven J. Feldmann. COL Feldmann oversaw Army Materiel Command's contribution to earthquake-relief efforts in Haiti.

By MG Yves J. Fontaine
and
Joseph E. Schulz



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Contract workers at Joint Base Balad, Iraq, restore an M1117 armored security vehicle as part of ASC's field-level reset operations. Pushing materiel readiness capability forward returns vital equipment to warfighters quickly.

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Our mission is to synchronize distribution and sustainment of materiel to and from the field for the materiel enterprise in support of the warfighter. In addition, ASC manages the Logistics Civil Augmentation Program (LOGCAP).

The Materiel Enterprise

In January 2009, the Army adopted an enterprise approach, aligning into four core enterprises: the human capital enterprise, the materiel enterprise, the readiness enterprise, and the services and infrastructure enterprise. The enterprise approach allows the Army to improve its process that provides trained and ready forces, resulting in a more efficient and effective method of generating combat power. This process is known as Army force generation (ARFORGEN).



The materiel enterprise brings together the Army Materiel Command (AMC) and Assistant Secretary of the Army-Acquisition, Logistics and Technology (ASA-ALT) organizations with their industry partners to provide an enterprise approach to achieve "equipping balance" in support of our Army and ARFORGEN.

As the operational arm of AMC, Army Sustainment Command, headquartered at Rock Island Arsenal, Ill., provides focused support to warfighters and their units, capitalizing on integrating capabilities of the life-cycle management commands (LCMCs); Research, Development and Engineering Command; Army Contracting Command (ACC); and the ASA-ALT in support of the soldier. In short, we provide synchronization and support of field-level reset, integration of new equipment into formations and materiel management.

ASC: The Operational Arm of AMC

ASC provides a global, deployable capability through its seven Army field support brigades (AFSBs), 20 Army field support battalions (AFSBns), 66 brigade logistics support teams (BLSTs) and the headquarters-based Distribution Management Center (DMC). In addition, ASC has a contracting center from ACC in support of our mission.

Our seven AFSBs and their subordinate battalions are the primary means through which we synchronize and deliver materiel-enterprise capabilities to the field. They provide a single face to the field for commanders at all levels for acquisition, logistics and technology support in order to integrate AMC's forward logistics capabilities to equip, sustain and protect the soldier. AFSBs provide a global presence for ASC. The 401st AFSB is providing support to forces and to the surge in Afghanistan, while the 402nd AFSB is providing support in Iraq, Kuwait and Qatar and is supporting the drawdown. The 403rd AFSB and 405th AFSB are forward-deployed in Korea and Germany, respectively. The 404th AFSB at Fort Lewis, Wash.; the 406th AFSB at Fort Bragg, N.C.; and the 407th AFSB at Fort Hood, Texas, support units in the reset and trained/ready phases of ARFORGEN. The AFSB combines assets from



SSG Chevella Stokes, logistics section noncommissioned officer in charge, 402nd Army Field Support Brigade, Joint Base Balad, delivers a pallet of bottled water to brigade headquarters. Delivering materiel support during contingency operations is ASC's primary mission.

U.S. Army

AMC and the ASA-ALT into a single brigade-level unit that plans for and synchronizes Army acquisition, logistics and technology support for the Army force in its area of responsibility, including the fielding and training of new technologies and equipment between the LCMCs and the warfighter.

The organization charged to accomplish these tasks at the tactical level is the brigade logistics support team, which is embedded with Army modular combat formations. They serve as our "scouts out" in linking materiel-solution logistics to the warfighters. A BLST provides support to brigade combat teams, combat aviation brigades and Special Forces groups. Composed of soldiers and civilians, BLSTs deploy with the brigade they support. A BLST consists of between nine and 15 personnel (one military, one Department of the Army [DA] civilian, and seven to 13 LCMC Department of the Army civilian logistics assistance representatives), depending on the type of BLST.

Other subordinate assets include logistics support elements (LSEs) and logistics support teams (LSTs). A typical LSE consists of 36 personnel (two military, 10 DA civilians, 24 LCMC logistics assistance representatives) and supports separate units that are not organic to a brigade combat team. A typical LST consists of between 10 and 20 personnel (for example, one military, two DA civilians, seven to 13 LCMC logistics assistance representatives), depending on the type of equipment, and provides support to units on nondivisional installations. Both organizations include LCMC logistics assistance representatives.

The majority of our battalions provide the materiel-enterprise link to divisions and support ongoing contingency operations. When the division deploys, our battalion deploys as well and conducts split-based operations, operating forward while maintaining home-station capabilities. It typically consists of 35 personnel (three military, 10 DA civilians and 22 LCMC logistics assistance representatives).

Also, four battalions are structured to support Army prepositioned stocks sites located in Italy, Korea, Kuwait and Qatar and manage the build, configuration, maintenance, and issue of unit equipment sets and supplies in storage.

Focus for Moving on Azimuth

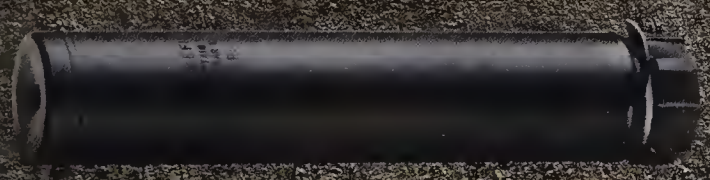
In order to provide focus and direction on priorities and ensure that we accomplish our primary mission as AMC's operational arm to the Army, we established the following lines of operations.

- Serve as the materiel-enterprise field integrator in order to achieve materiel readiness.
- Transform ASC to support the materiel enterprise.

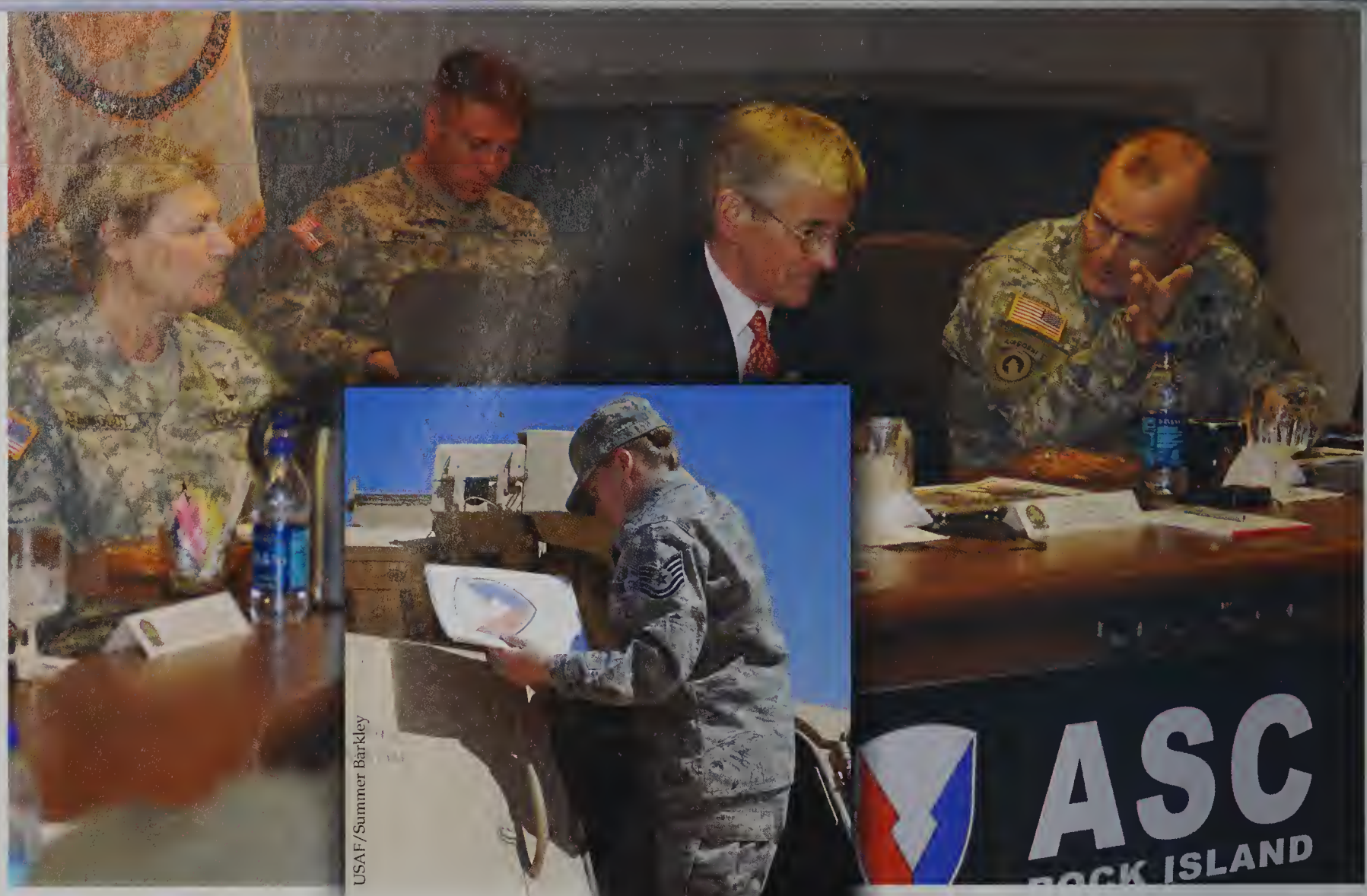
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*MG **Yves J. Fontaine** currently serves as commanding general, U.S. Army Sustainment Command, a position he has held since September 2009. Previously, he served as commanding general, 21st Theater Sustainment Command, U.S. Army Europe (USAREUR) and Seventh Army; deputy chief of staff, G-4, USAREUR, and commanding general, 1st Corps Support Command, XVIII Airborne Corps, Fort Bragg, N.C., and Operation Iraqi Freedom, Iraq. **Joseph E. Schulz** is the director, Transformation Office, U.S. Army Sustainment Command.*

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U.S. Army/SFC Sean Riley

Above, GEN Ann E. Dunwoody (left), commanding general of U.S. Army Materiel Command, John M. McHugh, Secretary of the Army, and MG Yves J. Fontaine, commanding general of U.S. Army Sustainment Command, discuss the ASC mission during McHugh's tour of ASC and Rock Island Arsenal, Ill., in March.

USAF/Summer Barkley

Right, Air Force TSgt. Christy J. Long, quality assurance noncommissioned officer for 2nd Battalion, 402nd Army Field Support Brigade at Joint Base Balad, climbs onto a vehicle to place an Army Materiel Command decal. Property accountability is essential as materiel moves to the retrograde property assistance team holding yard at Camp Arifjan, Kuwait, pending shipment to its final destination.

■ Execute strategic communications to improve enterprise awareness.

■ Care for soldiers, civilians and families in order to have a balanced workforce.

■ Provide the Logistics Civil Augmentation Program, resulting in quality services to standard.

Achieve Materiel Readiness

As the materiel-enterprise field integrator, our role is to support contingency operations; coordinate and synchronize the fielding and training of equipment; support ARFORGEN through materiel management; and manage Army prepositioned stocks across the materiel enterprise. We perform this through management of various programs from the ASC headquarters with decentralized execution through our brigades.

Support to contingency operations is our number-one priority. Our main effort is in Afghanistan, where we're building up while sustaining forces in the field. Our seven logistics task forces (LTFs) and our LOGCAP team are allowing us to prepare the battlespace as U.S. forces increase boots on the ground from some 70,000 to about 100,000. Each LTF is a logistics command-and-control headquarters that consists of 19 personnel (two military, four DA civilians, 13 contractors). The LTF is responsible for receiving, accounting for and issuing approximately 8,000 pieces of equipment as well as integrating the acquisition, logistics and technology capabilities required to support the surge of forces—all while sustaining materiel readiness and retrograding excess materiel. Team LOGCAP includes more than 49,900 contractors executing LOGCAP contract support for base-camp expansion, construction and services.

Our secondary effort is in Iraq, where we're drawing down and sustaining reduced force levels. Eight fixed-site and 12 mobile retrograde property assistance teams (RPAT) are on the ground providing property accountability and returning equipment to the continental United States for reset. Each RPAT consists of 42 personnel (15 military, five DA civilians, 22 contractors) and enables U.S. Army Central Command and AMC to retrograde approximately 25,700 items of rolling stock and 1.2 million items of containerized non-rolling stock. In addition, more than 13,700 LOGCAP contractors are closing down or transferring bases.

Beyond the battlefield and support to contingency operations, materiel integration in support of ARFORGEN is



U.S. Army/1LT Maryorie Johnson

Then-MAJ Laura Powell, a member of the ASC Army Reserve Element and deployed to 1st Battalion, 402nd Army Field Support Brigade, in Iraq, visits with schoolchildren at a boy's grammar school in Sindiyah in October 2009 as part of a humanitarian mission delivering school and sports supplies donated by ITT.

our second priority. With equipment in constant motion, there is a continual need for its replacement, repair, recapitalization and modernization and integration of new equipment and new-equipment training. As such, reset and synchronization of acquisition, logistics and technology are enduring missions. A materiel-enterprise approach enables this and takes into account fiscal realities, ensuring that the right equipment is in the right place at the right time—on time, on target—in order to generate capable units.

Materiel management is our center of gravity; it enables us to support contingency operations and ARFORGEN. Obtaining and maintaining asset visibility is critical in order to synchronize and integrate materiel-enterprise support for the warfighter.

The DMC provides asset visibility of equipment in reset, left-behind equipment, and predeployment training equipment for Army commands in the continental United States, Alaska and Hawaii through the property book unit supply enhanced system, legacy wholesale-supply systems and access to the logistics information warehouse. The DMC synchronizes the workload of equipment maintenance, including working closely with the LCMCs to synchronize special-repair teams in support of reset.

At the tactical level, AFSBs also play an active role in materiel management. AFSBs combine logistics contract support and multiple sources of repair to provide field-level maintenance to reset equipment, maintain property accountability and improve materiel readiness.

A significant task for ASC is to integrate strategically prepositioned critical supplies and equipment at worldwide locations in support of Army operations for the materiel enterprise. Army prepositioned stocks have been the Army's ace in the hole, equipping the first units into Iraq in 2003, then sustaining enduring forces while reconstituting the strategic reserve.

Transform ASC to Support the Materiel Enterprise

ASC transforms and adapts through a combination of mission and organizational changes to support the materiel enterprise today and in the future. We must not lose focus of future requirements, ensuring that we have the right organizational structure, global footprint and capabilities to meet requirements. In so doing, we must take ad-

vantage of critical materiel management and contract logistics-support capabilities that exist today in order to solidify ASC's role as AMC's operational arm to the Army.

To meet tomorrow's requirements, ASC is transforming its DMC materiel-management functions to create a capability that consolidates the materiel-management capabilities once held by corps and division support commands into one organization. A key effort in ASC's materiel-management transformation is the realignment of garrison-level directorate of logistics functions to ASC and the materiel enterprise from the services and infrastructure enterprise. The goal is to support ARFORGEN while yielding efficiencies by increasing standardization and reducing or eliminating redundancies in maintenance contracts and capabilities.

The Army's equipping strategy describes the Army plan to achieve "equipping balance" across the force. The key component of this strategy is ARFORGEN-based equipping, or equipping units to mission requirements. As units move through the ARFORGEN cycle, the equipment made available to them is tailored to their specific training needs. ASC must be prepared to integrate equipment-sourcing solutions to ensure that units have the right types and amounts at the right times. ASC is teaming with AMC, ASA-ALT and Army staff elements on an initiative to determine how best to meet demand signals from the readiness enterprise while operating in a resource-constrained environment.

Execute Strategic Communications to Improve Enterprise Awareness

ASC's broad portfolio requires a strategic-communications plan that ensures transparency in our programs. The end state of the strategic-communications strategy is to ensure that stakeholders understand our mission, address the issues that may arise, and ensure that our mission is performed with transparency and accountability.

Essential to our success in accomplishing our mission is our partnership with our supporting business community. Through our advanced planning briefings to industry, industry participation in ASC's Commanders Conference and our robust industry visitor program, businesses understand the strategic vision and future of the command and can begin to plan how to meet those requirements. Through ASC's participation in an annual small-business conference, small businesses are able to ensure that the command knows their particular qualifications, and the command is able to expand its base of small-business suppliers.

A Balanced Workforce

Caring for people involves having a trained and sustainable workforce that maintains a lifestyle balanced between work and family. People are the heart and soul of Army Sustainment Command. Cultivating a high-quality workforce is a critical aspect of caring for soldiers and their families and is imperative for sustaining ASC. Our approach is to enhance their ability to perform their mission and adapt to change by supporting, maintaining, and developing programs and services that promote training, leadership development and total wellness.

Investing in the development of our people, we have developed customized journey to leadership (JTL) programs that provide formal classroom training, developmental assignments, executive interviews, leadership panels and team projects. These programs enable participants to strengthen leadership knowledge, skills and abilities and to learn from senior leaders in various functional areas of ASC. In addition to JTL programs, soldiers and civilians are encouraged to attend Department of the Army leadership programs such as the Army War College, fellowship programs, partnering with industry and executive leadership programs. Through our investment in our people, ASC will endure as a valuable organization.

LOGCAP: Quality Services to Standard

LOGCAP supports contingency operations requirements through planning and program management, resulting in quality services provided to supported units at an established and measurable standard. The program supports global contingencies by using corporate assets to augment the current and programmed Army sustainment force structure. Deputy program directors are presently posted in Kuwait, Afghanistan and Iraq, managing LOGCAP activities in support of Operations Iraqi Freedom and Enduring Freedom. In addition, a combination of Army civilians and support contractors are posted with Army service component commands and combatant commanders' staffs specifically to assist in planning for future worldwide operations. These forward operators are linked with the Army field support brigades and contract support brigades to assist in the deliberate planning and preparation for contingency and crisis-action responses.

Team LOGCAP in forward areas is composed of LOGCAP support officers, Department of Defense civilians, support contractors, performance contractors and personnel from the Defense Contract Management Agency (DCMA). The DCMA is critical to the oversight of performance contractors providing LOGCAP services. Oversight is enhanced by supported units providing contracting officer representatives, best known as subject-matter experts. Backing up forward-deployed LOGCAP teams is the staff of the program management office located at Rock Island Arsenal, which is supported by ACC's LOGCAP contracting division at the Rock Island Contracting Center.

On the Line

As AMC's operational arm to the Army, ASC is at the cutting edge, integrating, synchronizing and applying acquisition, logistics and technology capabilities to sustain our Army. As the conduit that links the factory to the foxhole, ASC is ready to accomplish any mission and is committed to excellence and achieving the highest standards while taking care of our soldiers, civilians and their families.

As always, ASC is On the Line. ★

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Logisticians Prepare For

By Scott R. Gourley



The joint logistics over-the-shore (JLOTS) system uses a floating causeway to move cargo containers to shore in earthquake-crippled Port-au-Prince, Haiti, in February. The JLOTS system was critical in delivering tons of supplies because the damaged piers could not support large ships entering the port.

U.S. Navy/SC Spike Call

Even in a world of change, one safe bet is that future operating environments will reflect joint service operations. As highlighted in his *Capstone Concept for Joint Operations* (CCJO) [Version 3.0, 15 January 2009], ADM Michael Mullen, Chairman, Joint Chiefs of Staff, observed, "The individual Services have evolved capabilities and competencies to maximize their effectiveness in their respective domains. Even more important, the ability to integrate these diverse capabilities into a joint whole that is greater than the sum of the Service parts is an unassailable American strategic advantage."

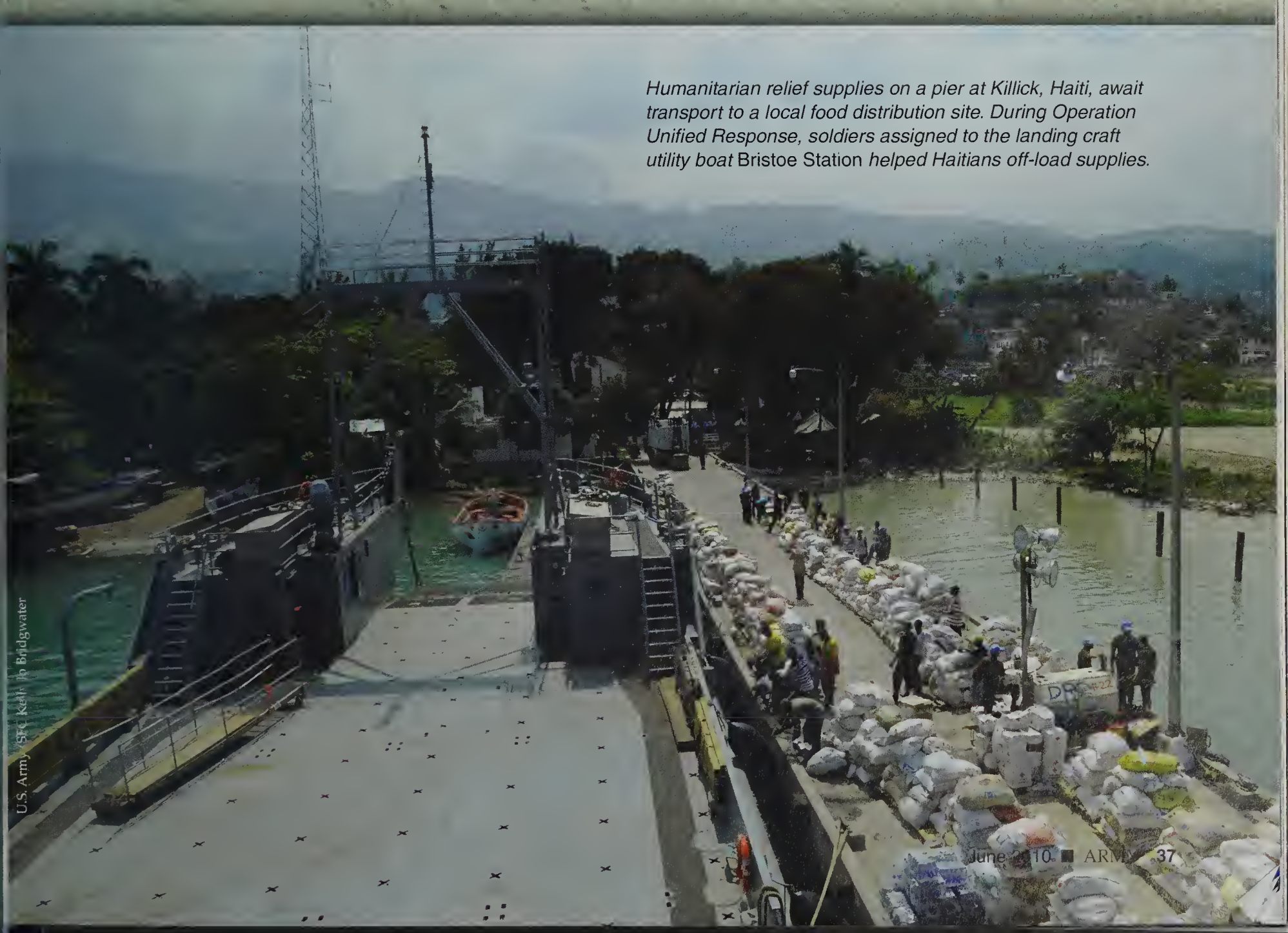
It is on that single point of certainty that U.S. Army logisticians, together with logisti-

Joint Service Future

cians of all services and other government agencies, are projecting the requirements and planning the capabilities to meet the sustainment and support needs of tomorrow's warfighters. To further enhance that strategic advantage, the CCJO describes "how the joint force [circa 2016–2028] will operate in an uncertain, complex and changing future characterized by persistent conflict."

The CCJO is not the only future target for logisticians, however. In February, U.S. Joint Forces Command released something of a companion publication, *Joint Operational Environment 2010* (JOE 2010), which "seeks to provide the Joint Force an intellectual foundation upon which we will construct the concepts to guide our future force development."

It states: "With the JOE helping to frame future security problems and highlighting their military implications, the Chairman's



Humanitarian relief supplies on a pier at Killick, Haiti, await transport to a local food distribution site. During Operation Unified Response, soldiers assigned to the landing craft utility boat Bristoe Station *helped Haitians off-load supplies.*

U.S. Army, SFC Keith Jo Bridgwater



LTG P.K. (Ken) Keen (second from left), commander of Joint Task Force-Haiti, and Marine Corps BGen. Mike Dana (center) discuss the effects of the earthquake in Port-au-Prince.

U.S. Navy/MC2 Laura A. Moore

companion document, *Capstone Concept for Joint Operations,* answers the problems we have defined, stating how the Joint Force will operate. Taken together, these documents will drive the concept development and experimentation that will, in turn, drive our evolutionary adaptation, while guarding against any single preclusive view of future war."

In addition, JOE 2010 states: "In planning for future conflicts, Joint Force commanders and their planners must factor two important constraints into their calculations: logistics and access. The majority of America's military forces will find themselves largely based in North America. Thus, the first set of problems involved in the commitment of U.S. forces will be logistical."

Fortunately, that "first set" of logistics problems is already being addressed through both near-term and mid-term guidance that will help ensure future battlefield success.

In a recent briefing at an industry conference, LTG Kathleen Gainey, Director for Logistics, J-4, the Joint Staff, explained how logisticians across the Department of Defense are working together to sharpen the visions of the CCJO and JOE 2010.

Pointing to what she described as "an incredible [past] year" of accomplishments in joint logistics, LTG Gainey emphasized that "joint" thinking includes not only all services but also "industry partners, our international coalition partners and our interagency partners."

"We put that 'marker on the wall' last year," she said, "and started going back and saying, 'Okay. What does that mean? How does that translate? How are we going to operationalize that?'"

"We took on five … projects," LTG Gainey explained, "and we worked through a solution to all of those in six months. These were small projects, but the goal was to get people working together to create trust and to prove that we could make … changes that meant something to somebody. We just completed that [in] April. Now we are beginning to identify the future areas that we want to take on. … a little bit bigger project, something with a little more meaning. Again, we are looking for 'quick-win capabilities' of six months. But we also realized that we needed to make sure to step back for a moment and determine, 'What's the vision? Where are we taking this?' We needed to decide how … to get to the real issues."

In addition to "visioning sessions" with the interagency partners, the future of joint logistics clearly targets the long-term visions enunciated in the CCJO and JOE 2010. In fact, LTG Gainey explained how joint logisticians have been "working backwards" from that future vision to create the stepping stones necessary to reach that goal.

She noted last year's release of the Joint Logistics Compass (JLC). Projecting a time frame five to eight years from now, the JLC outlines the basic concepts of moving from current to future states, across pathways including a common end-to-end framework and measurement system; logisticians effectively working in joint, interagency and/or multinational environments; and life-cycle management.

Scott R. Gourley, a freelance writer, is a contributing editor to ARMY.

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U.S. Army/PVT Samantha D. Hall

MG Simeon G. Trombitas (right foreground), commander of U.S. Army South, reviews conditions at Bo Marche, a camp for displaced persons in Port-au-Prince. MG Trombitas succeeded LTG Keen as commander of Joint Task Force-Haiti in late April.

"We realized that [the JLC] was just one segment," she acknowledged. "We needed a bigger picture. So then we looked at the future—the CCJO—and we decided that if the CCJO was where we wanted to go, then we needed to decide how we were going to get there. What does that mean logistically? How do I have to change what I'm doing? ... We realized that we needed to tell logisticians what we will all need to do differently."

Embarking on a major project to develop a *Joint Logistics White Paper* (slated for release this month), joint logisticians addressed the eight-to-20-year future time frame, LTG Gainey explained. "We have prepared that by bringing in industry, the combatant commanders, all of the service logisticians, and our Office of the Secretary of Defense partners to help answer: What does this look like? What is the guidance? What is the marker on the wall that we need to place so that the logisticians know what they are building to if they are going to operate in that future environment that is defined in the CCJO?

Embarking on a major project to develop a* Joint Logistics White Paper *(slated for release this month), joint logisticians addressed the eight-to-20-year future time frame.

"I also realized that I needed to step back and look within our own organization to create a strategic plan, which I did not have," she added. "I needed to really go back and make sure that I was aligned in my mission, that my vision was something that people could [embrace], and that I had a plan. So we went back and looked at what we had on the shelf; we revised it, updated it and, in some ways, totally changed the direction we were going. That is all in our *Joint Staff J-4 Joint Strategic Plan 2010–2014.*"

In her introduction to that plan, which examines the time frame three to four years from now, LTG Gainey writes: "There are many challenges facing the logistics community of interest (COI) and multiple 'voices' working from their perspectives to provide solutions for the joint warfighter. By coordinating and integrating those perspectives, J-4 sponsors the joint logistician and synchronizes the members of the logistics COI. We facilitate cooperation and advocate solutions, while providing the Chairman of the Joint Chiefs of Staff with the best military advice and an awareness of the joint logistics environment. Through alignment with the Chairman's priorities, this strategic plan provides direction for our organization to best complete our mission."

Along with the longer range stepping stones, LTG Gainey also publishes a very short-range *J-4 Joint Logistics Annual Guidance* as an internal working document focused on the next couple of years.

"I want you to understand the direction we are going in and where we see logistics for the future," she said. "I think those are very key documents."

In parallel with the documentation process, LTG Gainey highlighted the recent establishment of the Center for Joint and Strategic Logistics, within the scope of the National Defense University, with representatives "helping us to define the logistics education that will be needed for the future. It will address all of the DoD civilians, the military component, and how we are going to [involve] industry and academia."

She continued, "We've had several sessions already with academia and industry to help define: 'What does that logistician look like? How do you train logisticians? How do you [benefit from their work]? How do you create a career pattern for them? We want to glean from them some of their best practices."

LTG Gainey added that the new center is also trying to identify changes needed in how the armed services approach logistics training to create a core common curriculum for joint logistics operations. "Then we will also figure out how we can share that with industry, and we can all come up with that common lexicon," she said. ★

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Technology Advancing Army Logistics



By Rory Kirker

It is no accident that the U.S. military remains at the forefront of technological innovation. When our military encounters battlefield challenges that lend themselves to technological solutions, the result is an institutional urgency to develop innovative solutions. This urgency is driven by the cost of failure, a cost not defined in dollars, but in terms of mission failure and the loss of our nation's most valuable resources—the lives of servicemembers.

There are multiple examples of technological innovations driven by military necessity, many of which

U.S. Army photographs

The semiautonomous robotic forklift, successfully demonstrated at Fort Belvoir, Va., in 2009, can be maneuvered remotely by an offsite operator providing verbal or gesture commands and has the potential to improve the speed and duration of supply-point operations.



The Boeing A-160 Hummingbird, an unmanned helicopter, is a cargo unmanned aerial system (UAS). The cargo UAS could play a vital role in conducting effective aerial resupply in theaters such as Afghanistan.

ultimately cross over to civilian applications. The global positioning system (GPS) is perhaps the most common example of this dynamic. First developed in the 1970s to enable the precision targeting of weapon systems as well as to improve navigation capabilities in all services, GPS devices are now common technology in many automobiles in the United States.

Logistics Technology on Today's Battlefield

In the logistics realm, there are a number of technological innovations directly contributing to the sustainment of our soldiers in Afghanistan and Iraq today. Among these are the movement tracking system (MTS) and the very small aperture terminal (VSAT) satellite system. Each of these innovations resulted from sustainment challenges, and each is currently reaping huge dividends for Army logisticians and the units they support. Today MTS enables vehicles in logistics convoys to share text data and provides visibility to logistics headquarters on the location and status of these convoys—a huge capability in an operating environment like Iraq, given the large number of convoys and the long distances they travel. Likewise, VSAT systems, which link tactical supply points with theater and national distribution hubs via a satellite-based communications network, are proving essential in transmitting requisition data and other critical information. In Afghanistan, especially, VSAT capability is vital to bridging the long distances between widely dispersed units operating in difficult terrain.

While technological innovations such as the MTS and VSAT continue to play crucial roles in sustaining soldiers operating in Iraq and Afghanistan, the Army logistics community continues to drive innovation to meet current and future challenges. Today the Army is working with industry and academia to advance logistics technologies and provide even better support to soldiers operating in challenging environments. Emerging technology in energy, robotics and cargo unmanned aerial systems (UAS) offers much promise in improving sustainment on the battlefield.

Rory Kirker is the chief, Futures Group, Logistics Innovation Agency, Headquarters, Department of the Army, G-4.

Energy Advances

Aside from water, one of the largest consumable liquids on the battlefield is fuel. The Army currently uses nearly 2.1 million gallons of fuel per day, most of which requires transport to the point of consumption. Reduced fuel consumption on the battlefield would produce multiple benefits including reduced storage and transportation costs, reduced frequency of resupply missions and increased tactical flexibility. The Army's energy innovation efforts center on three areas: reducing energy demand and consumption; increasing energy efficiency across platforms and facilities; and increasing the use of renewable and alternative energy sources.

One technology already producing valuable benefits in reducing energy consumption while improving quality of life for soldiers is spray-on foam insulation. Noninsulated base-camp shelters and tents require a significant amount of energy to maintain habitable living conditions, especially in the extreme temperatures soldiers experience in Afghanistan and Iraq. Already used to a limited extent in theater, polyurethane spray-on foam has been applied to hundreds of tents in the last two years to reduce the energy required for climate control. A 2009 U.S. Army materiel systems analysis activity study revealed that foam insulation reduced fuel costs by $65 million while taking 940 tanker trucks off the road annually. Other emerging technologies with the potential to improve Army energy efficiency in the next decade include microgrids, solid-state lighting, solid-waste-to-energy conversion, advanced engines incorporating lightweight ceramic materials and waste-heat recovery.

To be even more energy efficient, the Army is researching ways to hasten the transition from primary to rechargeable batteries to lighten the soldier's load and enhance soldier sustainability and mobility. Emerging technologies



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Solar panels, which convert light energy from the sun into electricity, could help power forward operating bases, while portable photovoltaic systems could lighten soldiers' loads, thereby increasing their mobility.

that could enable this transition include fuel cells that chemically convert various fuels into energy as well as manpackable photovoltaic systems that convert sunlight to energy. In addition, the Army is examining the potential for solar energy to power forward operating bases through the use of solar shades and solar-energy collectors.

Robotics

Robots are an integral part of many missions in Iraq and Afghanistan, especially in the explosive ordnance disposal field. Soldiers routinely use robots to disarm ordnance and defeat improvised explosive devices. In the near future, Army logisticians could also be using robots to operate supply points.

The Army G-4's Logistics Innovation Agency is partnering with the U.S. Army Combined Arms Support Command and the Massachusetts Institute of Technology to develop and build a semiautonomous robotic forklift. Successfully demonstrated at Fort Belvoir, Va., in 2009 [see ARMY, March 2010, "Agile Robotics"], this robot differs from existing robotics capabilities in that it does not require an operator to drive the vehicle remotely. Rather, with an operator providing verbal and pen-based gesture commands, the robot "senses" the environment and automatically lifts, lowers and moves pallets.

During the 2009 AUSA Annual Meeting, an operator was able to maneuver the robot remotely from Washington, D.C., while the robot was in Cambridge, Mass. This technology has the potential to improve the speed and duration of supply-point operations while reducing the logistics footprint.

Cargo Unmanned Aerial Systems

Robots are not the only unmanned technology the Army envisions for potential use in sustainment operations. Unmanned aerial systems continue to play a vital role in both Iraq and Afghanistan. With aerial resupply assuming greater importance in Afghanistan, it is only reasonable to ask if the Army could conduct these missions with cargo unmanned aerial systems.

Experimental cargo UAS platforms come in many shapes and sizes, with both internal and external (sling-load) capabilities. With current technology, payloads range from less than 1,000 pounds to more than 6,000 pounds. The U.S. Marine Corps is in the final stages of demonstrations with the K-MAX unmanned aerial system and the Boeing A-160 Hummingbird, with the intention of having a cargo UAS capability in Afghanistan by early 2011.

One of the current drawbacks of the cargo UAS is payload limitations. Going forward, technological improvements will focus on increasing payload capacity—improving the "bang for the buck"—as well on the reliability and endurance of these systems.

Cargo UAS clearly have the potential for providing Army logisticians—especially those operating in Afghanistan—with another means for conducting effective aerial resupply. At some point in the future, cargo UAS may reside alongside, or replace, current aerial-delivery systems such as the joint precision airdrop system and low-cost low-altitude parachute system.

Logistics Soldiers, Training and Technology

While the Army's logistics community continues to identify, develop and test technological solutions to sustainment challenges, the importance of the well-trained logistics soldier remains a constant. The use of MTS and VSAT in Iraq and Afghanistan today represents technological success, but that success is as much due to the professional soldiers operating those systems as it is to the technology itself.

As organizations such as the Army G-4's Logistics Innovation Agency along with industry and academia partners push against technological limits in creating effective sustainment tools, they do so with the soldier in mind. Army logistics training continues to keep pace with technological innovations, guaranteeing the success of sustainment operations now and in the future. ★

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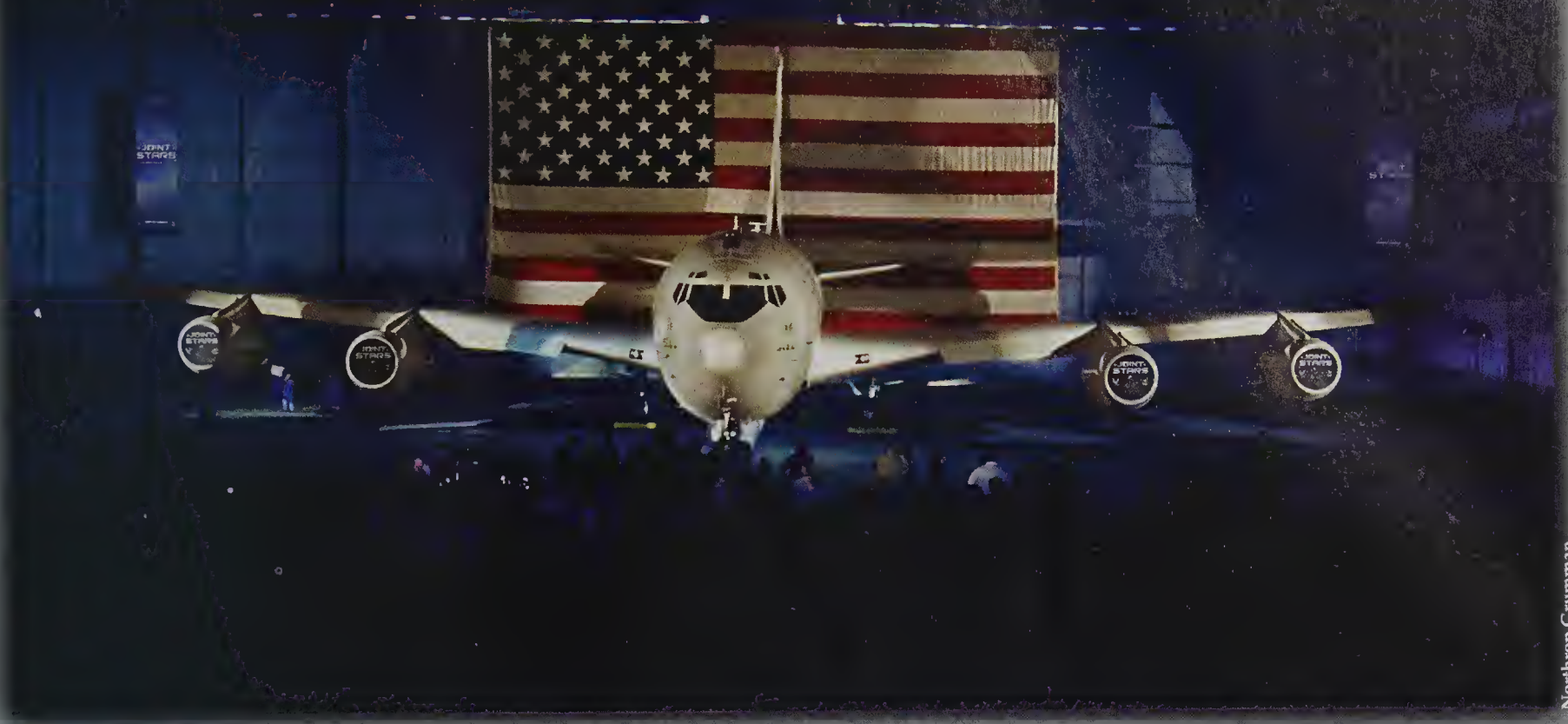
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Joint STARS



Northrop Grumman

By Scott R. Gourley

Whether it is testimony to the foresight of joint service defense planners or the capabilities of the U.S. defense industry, ongoing 21st-century combat operations have helped identify an array of unexpected capabilities and contributions from systems originally envisioned and planned in the Cold War environment.

The E-8C Joint Surveillance Target Attack Radar System (Joint STARS) is a good example. Developed by Northrop Grumman, E-8C Joint STARS is the most advanced targeting and battle-management system in the world. The system consists of a modified commercial jet aircraft equipped with AN/APY-7 radar (developed by Northrop Grumman Electronic Systems in Norwalk, Conn.), which allows Joint STARS to detect, locate, classify, track and target hostile ground movements from a standoff position, communicating real-time information through secure data links with U.S. Air Force and U.S. Army command posts.

Four Pratt and Whitney TF33-102C engines give the aircraft an optimum orbit speed of 449 to 587 miles per hour, a nine-hour flight time before refueling and an operational ceiling of 42,000 feet. In addition to a flight crew of four, Joint STARS has a normal mission crew of 15 Air Force and three Army specialists (crew size varies according to the mission).

The Joint STARS program evolved from Air Force and Army programs to develop, detect, locate and attack enemy armor at ranges beyond the forward area of troops. In 1982, the programs were merged, and the Air Force became the lead agent.

Around that time, GEN John Wickham, then Chief of Staff of the Army, and Gen. Charles Gabriel, then Chief of Staff of the Air Force, agreed on 31 initiatives that would influence Army and Air Force roles and missions. Announced in 1983, the initiatives were staffed over the following year.

One of the initiatives was the Joint Surveillance and Target Attack Radar System, which was envisioned as a radar-equipped aircraft to provide dedicated support to the Army in place of the Army's OV-1 Mohawk radar surveillance aircraft.

The resulting service agreement, known as the Gabriel-Wickham agreement and solidified by senior service representatives in 1984, notes that the Army and Air Force agreed that procedures developed would "ensure dedicated support of ground-commander requirements."

Those ground-commander requirements included a moving-target indicator capability to be provided by Joint STARS around the clock to each of the Army's corps.

As a result of these agreements, the OV-1 aircraft were retired by the Army in the 1990s, and Joint STARS became the sole provider of wide-area surveillance, ground moving-target indicators (GMTI) for ground forces.

That said, it might raise a few eyebrows that the U.S. Air Force 2010 Posture Statement notes: "We will also maintain



A U.S. Air Force E-8C Joint Surveillance Target Attack Radar System (JSTARS) aircraft assigned to the 128th Expeditionary Air Command and Control Squadron (EACCS) takes off for a combat sortie over Iraq.

USAF/SSgt. Aaron D. Allmon II

our current JSTARS-based GMTI capability as we begin an analysis of alternatives to determine the future of GMTI."

"I never refer to this program as JSTARS," said Dale Burton, vice president and initial production test lead for intelligence, surveillance and reconnaissance and battle management command and control [ISR & BMC2] at Northrop Grumman Aerospace Systems in Melbourne, Fla. "You might see it in the press that way, but I remember when the program was truly joint—in the very beginning—when the Army and the Air Force agreed that this was their way forward to take on this massive threat through Europe and the Fulda Gap scenario. That was the big threat, and our first operational field demonstration was in Europe in October/November 1990, with the [Berlin] Wall having come down in 1989.

"Even though Saddam Hussein was saber-rattling and we were already involved in Operation Desert Shield in late 1990, there were still a lot of questions as to where the system would go," he explained. "But the system developed for that original threat demanded some significant capabilities. .... We deployed for Operation Desert Storm, where the value of the weapon system beyond a 'Russian-type' scenario proved itself."

Noting that the capabilities were subsequently proven again in Operation Joint Endeavor compliance and peace-enforcement operations over Bosnia-Herzegovina and later Kosovo, he said, "That was another unplanned role for Joint STARS."

Burton pointed to the missions over the Balkans as an environment that also demonstrated the benefits of some post-Desert Storm company investments in onboard communications like the Fleetsatcom ultrahigh frequency communications system.

Today the program consists of 19 aircraft: 17 operational aircraft based with the 116th Air Control Wing (ACW), Robins Air Force Base, Ga.; one flight trainer for 116th ACW pilots; and a Joint STARS test-bed aircraft, known as T-3, based in Florida, where it supports advanced technology development, testing and program upgrades.

The U.S. Army's Military Intelligence Detachment (JSTARS), U.S. Army Intelligence and Security Command, is part of the 116th ACW and is responsible for training, qualifying and deploying the Army aircrews to serve aboard the E-8C to support surveillance and targeting operations of Army land component and joint or combined task force commanders around the world. Soldiers from the 138th Military Intelligence Company, a component of the MI Detachment (JSTARS), are the linchpin of all JSTARS radar support to Army warfighters worldwide.

Burton explained that the 17 operational aircraft operated by the 116th ACW are the result of a fleet requirement that had diminished from 33 aircraft in 1987 to 13 in the 1997 Quadrennial Defense Review. Congressional funding then restored one aircraft each year for four years, with funding for the 18th and 19th aircraft put on hold in favor of the E-10 MC2A program. Although the E-10 MC2A was terminated in 2007, the funding for those two aircraft did not return to Joint STARS.

"There's a lot of discussion about the age of our fleet," Burton acknowledged. "But of the 17 airplanes, the first one wasn't delivered until [1997], and the last one wasn't delivered until 2005. This is not an old fleet. In fact, in terms of the airframes and the electronics in them, nothing could be further from the truth. It's probably one of the newest weapon systems in the fight."

As evidence of participation in the current fight, he pointed to a total of more than 60,000 combat hours flown since 9/11 with "about 1,000 sorties a year flown in theater."

"This system was designed to support the ground forces," said Stephen Bond, director of ISR & BMC2 busi-

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Scott R. Gourley, a freelance writer, is a contributing editor to ARMY.

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Crewmembers from the 7th Expeditionary Air Combat and Control Squadron monitor and track movement on radar during a mission over Iraq aboard an E-8C JSTARS aircraft.

ness development at Northrop Grumman Aerospace Systems. "The original tasking agreements say that the ground force commander identifies the area of coverage for the radar. Those agreements are still in place. It really was designed as a ground support aircraft. But what we are seeing today is that the aircraft has been moved up to become a theater support asset. It needs to move back down to where the fight is—at the brigade level and below."

"It seems like every four or five years Joint STARS is 'rediscovered' by an organization that sees something new to do with it," Burton said. "Probably in the last five years, the airplane has been used to support the intelligence community at the theater level. So we have had a campaign for some time to remind everybody that this is 'eyes in the sky for boots on the ground.' There's a tremendous amount of value in what we are doing, but there is also a tremendous amount of capability to support the real-time operations, which are now required in Afghanistan.

"We don't do nearly what we think we ought to be doing because we have fallen into a surveillance role for this forensic pattern-of-life analysis," he continued. "That is a very valuable mission. We agree with the mission. But there are these additional missions that we need to make sure we are going out and doing."

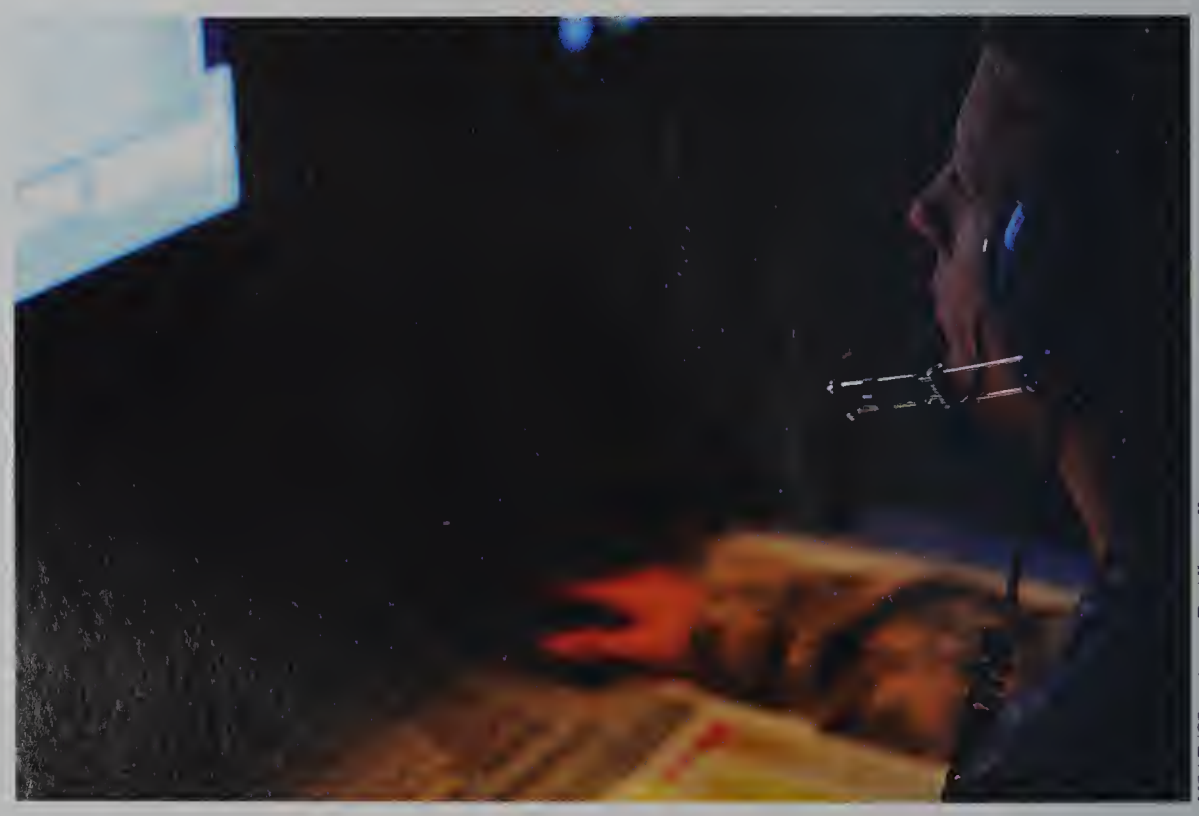
Burton identified original design requirements to monitor multiple Army Tactical Missile System strikes against enemy armor formations in emphasizing system capabilities to do many "simultaneous surveillance tasks with the sensor, supporting" a number of ground operations. "Because it hasn't been used like that for a significant amount of time, there has been almost a generational gap in knowledge of what the system can do," he said.

Elaborating on some of those little-known capabilities, he said, "We talk about the capability of this airplane to 'see' individuals walking. Indeed, it does that and has always been capable of doing that. It was not a primary mode going against armored divisions in the Fulda Gap. But because of the types of targets we had to go against, it has the kind of sensitivity that lets you look at the other target sets. ... Joint STARS has tremendous residual capability because it had such a complex threat to counter.

"Another aspect of system capabilities involves the communications we have onboard," Burton added. "You might recall that during [the invasion of Iraq] there was a lot of concern about 'the picket lines' that the Army was not erecting to protect its logistics flanks. Believe it or not, it was this weapon system that was providing the electronic picket fence to protect those troop movements."

Program planners have been working toward expanding communications capabilities through tactical assets like the remotely operated video enhanced receiver family of systems.

"We're looking at 'multi-intelligence' for the airplane,"



USAF/SSgt. Aaron D. Allmon II

SFC Anthony Jackson of the 7th Expeditionary Air Combat and Control Squadron coordinates radar requests from Army units on the ground during a mission over Iraq aboard an E-8C JSTARS aircraft.



USAF/SSgt. Aaron D. Allmon II

A U.S. Air Force E-8C JSTARS aircraft assigned to the 128th EACCS taxis at an undisclosed location before taking off for a combat sortie over Iraq.

Burton said. "Today we have very capable radar. And we try to work very closely in 'cross-cueing' things like the Apaches to go and produce additional surveillance or strike, depending on what the rules of engagement and threat look like, and whom we are coordinating with and supporting. Today we also have beyond-line-of-sight chat capabilities so that people on the airplane are talking directly to people at Creech Air Force Base, Nev. We can have multiple chat rooms open, coordinating activity. Now that's not the best way to do that because we don't exchange our products—we don't get to look at that Predator video to confirm an identification and keep track of that target—but we are looking for that kind of increased connectivity over the battlespace."

Other pending enhancements include a planned flight of an MS177, described as "the world's largest airborne high-resolution camera" and characterized as "the next generation of what flies on the U-2 today." The Senior Year Electro-Optical Reconnaissance System will be on centerline mount directly aft of the radar fairing.

Burton added that program planners are also looking at "getting to the fight sooner and staying at the fight longer" through an emerging "re-engining program." Although the test aircraft was re-engined in 2008, the subsequent fleet enhancement has been slow, in spite of the fact that 23 of the 25 engines replaced in theater last year were "unscheduled."

Burton also brought up significant cost implications, identifying 159 engines replaced—taken off wings, given programmed depot maintenance [PDM] and replaced—in the last decade. "During that decade, the cost of a PDM has gone from $284,000 to $1.6 million, and today that cost is borne by the National Guard," he said.

In March, Northrop Grumman announced receipt of an Air Force contract for two Joint STARS Propulsion Pod System shipsets and Federal Aviation Administration certification. The shipsets each contain four Pratt and Whitney JT8D-219 engines, pylon assemblies and associated aircraft system interconnections; delivery should begin in 2011, pending the final military certifications of the engines on the Joint STARS test-bed aircraft. The increased power and fuel economy from the new engines—which are widely used in commercial airline fleets—will enable the E-8C to fly higher and longer, providing a more detailed picture of the battlespace.

Although representatives for the supporting industry team characterized the award as moving "a step closer to re-engining the Joint STARS fleet," they also acknowledge that there are some remaining issues in the propulsion system upgrade program.

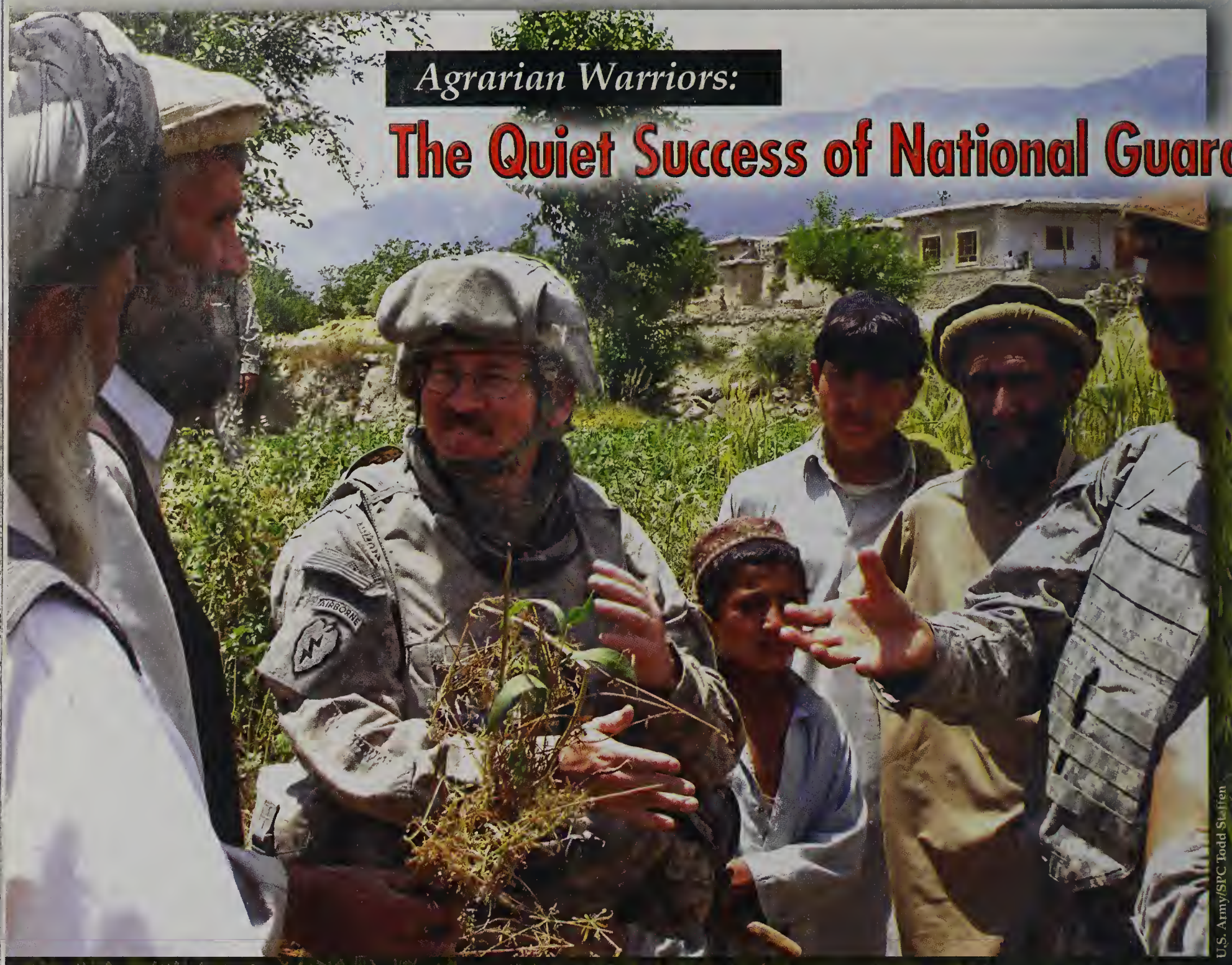
Emphasizing that the industry partners are not complaining but rather attempting to educate a broader audience about the significance of the Joint STARS program, Burton was quick to cite the outstanding efforts and contributions of the aircraft crews and their support personnel.

"One of the many great things that our crews do today is … looking at where they are going to fly before they go," he said. "Then they get on the phones to track down the units operating in that area, saying, 'We're going to be airborne. Here's our communications plan. Talk to us and let us know if something comes up in your area and if there's something we can do.'"

"The Air Force obviously has fiscal realities," Burton concluded. "We understand that. But there are these arrangements, agreements and understandings, and if you talk to the combatants, they will say good things about it. The only negatives seem to be, 'We wish Joint STARS was there more often and that there were more of them.'" ★

Agrarian Warriors:

The Quiet Success of National Guard



U.S. Army/SPC Todd Stoffren



Above, COL Jim D. Moore, commander of the Tennessee Agribusiness Development Team (ADT), evaluates a proposed project site with village elders in eastern Afghanistan's Paktia Province. Right, 1LT Brandon Burton (center) and SSG Erik Singsaas of Tennessee's Task Force Warrior ADT provide agricultural training—including beekeeping—to Afghans from Parwan and Kapisa Provinces at Bagram Airfield.

U.S. Army/SPC Todd Stoffren

Agribusiness Development Teams in Afghanistan



U.S. Army/SPC William F. Henry

By COL Martin A. Leppert

I have looked across the epic desolation of the Afghan landscape many times, pondering the country's future and how the collective power of the United States and its allies can be brought to bear to bring this ancient land back from the abyss of feudalism and chaos. Recent global conflicts continue to spark changes in military doctrine and training methodologies. Forward-thinking in their approach, these new concepts are deeply rooted in lessons learned from periods of conflict and reconstruction throughout history. Thus a look back at our proud military heritage reaps valuable knowledge applicable today in the fight for the hearts and minds of the Afghan people.

In 2002, I took part in a joint combined military exercise conducted on the Japanese island of Hokkaido. Despite cold, gray days and lightly falling snow, I could not help but notice the striking similarities between the Japanese rural landscape and the southern Wisconsin farm region where I grew up. Familiar Midwestern-style farms with ceramic silos, barns and dairy cows all reminded me of the toils of my American youth.



USAF/TSgt. Brian Boisvert

Top, Kentucky ADT members help villagers remove soil from a farm in Parwan Province for analysis in Kabul and at the University of Kentucky. Left, SSG John Carter, California National Guard's 40th Infantry Division ADT security forces squad leader, and an Afghan veterinarian vaccinate farm animals during a veterinary civic action program in Kunar Province.



U.S. Army/PFC Elizabeth Raney

CPT Jeffrey Mann, a soil scientist from the Kansas Army National Guard, teaches students from Nangarhar University how to test soil at a class at Forward Operating Base Mehtar Lam's district research and demonstration farm in Laghman Province.

Noting the commonalities, I asked a Japanese officer if he knew of Hokkaido's early development; his response was a revelation. In the late 19th century and during post-World War II occupation, development advisors from the U.S. Army, academia and the private sector poured into Japan. Journeymen from America's heartland particularly reshaped the agribusiness sector of Hokkaido. Together these outsiders partnered to profoundly influence every facet of a nation's rebirth. I shelved that bit of information regarding Japan until fate—and the Army—ordered me to southern Afghanistan in 2006 as an embedded training brigade commander and senior advisor to an Afghan army brigade.

Throughout my tour, I experienced firsthand how decades of civil war and conflict with the Soviet Union devastated the once prosperous fields, farms, herds and remotest villages of the inner valleys and rural plains. In the late 1970s, Afghanistan had a sustainable-agriculture economy that provided for its population and competed in international markets. Soviet occupation strategy targeted *mujahedeen* support among this very infrastructure. Scorch-and-burn tactics decimated the land and effectively incapacitated formerly profitable agrarian livelihoods. The Soviets incinerated and poisoned orchards and destroyed ancient canal systems and wells that were critical to irrigation.

Combined with natural effects of drought, these led even the toughest Afghans to flee centuries-old hereditary homesteads for Soviet-controlled urban areas. Refugees also migrated to neighboring countries and the United States, creating a drain of generational knowledge still affecting Afghanistan. Inevitably, Soviet strategy failed, their troops withdrew and the resultant systemic void left the door wide open for the emergence of corrupt warlords, the extremist Taliban and, ultimately, an influx of drug traders with their seed of choice—the poppy. Afghans struggling to survive and subsist quickly succumbed to the easy, low-know-how, high-profit crop. The poppy invaded Afghanistan, supplanting traditional and indigenous staple harvests, and became the illicit cash crop of insurgency.

Engaging an unconventional enemy requires unconventional solutions. Upon my return from Afghanistan, LTG Clyde Vaughn, then director of the Army National Guard, approached me with a novel idea for establishing teams of National Guard members uniquely equipped with civilian expertise in agribusiness. Our National Guard personnel



USAF/TSgt. Brian Boisvert

SGT Jason Stevens, a horticulturalist with the California Army National Guard's 40th Infantry Division ADT, gathers a soil sample from a field alongside the main road in Marawara, in Kunar Province.

COL ***Martin A. Leppert*** *is a special assistant to the director, Army National Guard. A member of the Wyoming National Guard with 31 years of military experience, he is responsible for the overall planning and coordination of the National Guard Bureau Agribusiness Development Mission.* ***Claire Henline****, who contributed to this article, is a strategic communications advisor and the speechwriter to the director, Army National Guard. She works in the Army National Guard G5, Strategic Plans and Policy.*

represent a diverse and unique pool of military and civilian skill sets.

Like generations of citizen-soldiers and airmen before them, members of today's Guard are mature, responsible, versatile, competitive and entrepreneurial. Many who muster in hail from jobs associated with agribusiness. The practical expertise of the production farmer, the agriculture education instructor and the agronomy researcher simultaneously serving in uniform is a very positive force-multiplier for the current mission in Afghanistan.

These "agrarian warriors" were raised in and have worked in a sector that requires developing technical knowledge and building supplier and marketer partnerships to stay competitive in a global economy. With time and patience, they can—and are—transferring those skills to Afghan farmers.

LTG Vaughn understood that regenerating agribusiness is critical to neutralizing extremist influence and enabling a self-sustaining Afghanistan. Bottom line: Agriculture determines whether Afghanistan flourishes or fails, and National Guard agribusiness development teams (ADTs) would ensure that success.

"Agriculture," Afghan Minister of Agriculture, Irrigation and Livestock (MAIL) Mohammad Asif Rahimi has averred, "is the dominant factor in the Afghan economy, in food security, in livelihoods, sustainable resources and national security."

The versatile citizen-soldier and airman could deploy, establish good relationships with farmers and villagers, and begin to revitalize the agricultural sector of Afghanistan. The reliance on ADTs is critical in initial phase development. For agile team members are not only agriculture experts, but are also military professionals able to secure hostile areas of operation; this is a full spectrum capability not yet actualized in civilian counterparts.

In a November interview, Secretary of Defense Robert Gates articulated the unique capabilities that only the Guard brings to this stability mission: "It seems to me [it is] often the situation where the Guard and the expertise in the Guard can provide the initial response in areas in Afghanistan until the security situation is stabilized enough for the civilians to come in." This joint operation hinges on precision warriors who ensure full access and the ability to reach out and make a difference deep in the wild and remote river valleys of the country.



ARNG/CPT Robert Cavaniss



USAF/TSgt J.T. May III

Above, LTC Ruth Graves and LTC William T. Ewing, of the Kentucky ADT, inspect barrels of cattle feed in a root cellar near Camp Atterbury, Ind., before deploying to Afghanistan. Right, CPT Charles Peters, Texas National Guard's ADT, inspects a greenhouse in Ghazni Province in April.

Use of military personnel for ADT missions is part of the overarching counterinsurgency strategy designed to protect locals, improve their lives and unfetter them from extremist influence. This strategy is based on a pragmatic assessment of the global security interests of the United States and our belief that representative national governance and a sustainable economy in Afghanistan are essential to success in the region. A centralized, effective government lessens support for insurgents and reduces the pool of unemployed men from which extremist groups recruit. It further undergirds governmental authority and the capacity to provide basic services. To this end, rebuilding the farm sector is imperative.

In the 21st-century security environment, the whole-of-government approach is the way to effectively prevent and deter conflict around the globe. ADTs implement this interagency strategy through partnership with the U.S. Department of Agriculture, U.S. Agency for International Development, U.S. land grant colleges and universities, the Afghan national and provincial governments, Afghan farmers and businesses, and nongovernmental organizations. This collective endeavor provides training, rebuilds Afghanistan's agribusiness sector and MAIL capacity, and enables a viable economy capable of providing for Afghans.

Seeing Afghanistan's natural condition as a perpetual state of war and conflict is understandable, but it is not correct. It is just as easy, and just as wrong, to think Americans lack common bonds with the Afghan people. Our National Guard ADTs clearly lock into a shared agrarian connection, working hard with Afghans to grow not just crops but also trust and hope in remote regions. Theater requirements for the mission initiated from Headquarters, Com-

Right, members of the Missouri Army National Guard's ADT visit with a farmer and discuss agricultural assistance in eastern Afghanistan. Below, SSG Daniel Salcedo, Nangarhar ADT, provides security during an agricultural assessment in Nangarhar Province in May 2009.



USAF/SSgt. Shawn Weismuller



ARNG/COL Martin Leppert

bined Joint Task Force-Afghanistan. The National Guard Bureau (NGB), in a collaborative effort with the Army, structured teams of approximately 58 troops to provide training and advice to Afghan universities, provincial MAIL employees, Afghan agriculture extension agents and, most importantly, local farmers. Together they formulate a five-year agricultural development plan. ADTs use their developed educational farms to conduct training programs to introduce sustainable-agriculture practices.

All National Guard ADT projects are planned and executed in a combined effort with the provincial directors of agriculture, irrigation and livestock using local labor. These efforts produce not just an achievable, legal subsistence but also long-term relationships, building capability and professionalism at all levels of Afghan agribusiness. Additional partnerships with Afghan universities will further bridge ties with U.S. land-grant universities, similar to historical cooperative efforts in Japan.

After more than two years working in some of the harshest, most volatile areas of Afghanistan, the progress of both the ADTs and Afghan farmers is evident. NGB has supported 18 ADTs on 11-month rotations, with 1,080 National Guard members deployed. To date, teams have collectively trained more than 2,115 farmers and 435 Afghan agriculture extension agents in various agriculture best practices and have provided practical learning experiences to 1,600 Afghan agriculture students. Simultaneous with the education focus of the ADT mission, Guard members work to improve basic agriculture infrastructure. Teams have supervised construction of 282 check dams to reduce erosion, control release of mountain snowmelt, and improve quality and quantity of water in irrigation canal systems.

They have also overseen construction of multiple cool-storage facilities to better stock fresh produce and help multiple slaughter facilities preserve more wholesome, sanitary meat products. The ADTs have also worked with Afghan farmers to plant more than 1,000 *jeribs* of grape plants, properly trellised and irrigated with trickle irrigation systems.

While the increase of 30,000 American troops attracts media attention, a surge of civilian agriculture expertise in Afghanistan is also occurring. U.S. Ambassador to Afghanistan Karl W. Eikenberry told Congress in December that he is marching in lockstep with military commanders to put a civilian strategy in place: "We aim to increase employment and provide essential services in areas of greatest insecurity, and to improve critical ministries and the economy at the national level. … Our overarching goal is to encourage good governance … so Afghans see the benefits of supporting the legitimate government and the insurgency loses support."

In all likelihood, current ADT structure will make the transition from military to more civilian-centric, with a core of civilian and military agriculture advisors in support of the greater effort. This whole-of-government approach focuses on improving key ministries. This is achieved by increasing the number of technical advisors and providing more direct development assistance so that the ministries, in turn, can stand up and take over.

Efforts will be bolstered by *in situ* rule of law, including law-enforcement institutions fighting corruption, organized crime and drug trafficking.

More than 370 years ago, the call to duty beckoned the first American citizen-soldiers away from farms and families. Leaving plows in fields, they picked up muskets and forged a new nation. The fruit of their labor is now a global superpower possessing the world's most technically advanced agricultural economy. Today the modern citizen-soldier and airman have been asked yet again to step forward, away from farmsteads; take up arms; and volunteer to facilitate the rebirth of a nation—this time, Afghanistan.

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The Future of Tactical Wheeled Vehicles



By Scott R. Gourley

It could be seen as a case of the Army "putting its money where its wheels are." The Army's Tactical Wheeled Vehicle (TWV) Investment Strategy, however, released in October, represents much more than just a projected-spending road map. It synchronizes multiagency actions on procurement, integration and management; it provides fleet investment guidance for both government and industry; and it establishes the foundation for many pending changes to the traditional TWV fleet.

While that TWV fleet is impressive on many levels, its raw total of 267,350 vehicles helps to establish its significance within the Department of Defense. As with many elements within DoD, the investment strategy behind the fleet has been undergoing an evolutionary process. Factors influencing that evolution include: adapting, based on operational demand while cognizant of fiscal realities; planned integration of 12,291 mine resistant ambush protected (MRAP) vehicles and 3,391 MRAP all-terrain vehicles (M-ATVs) into the force;

The low signature armored cab (below), which provides a crew protection from assault rifle rounds, land mines and artillery fragments, can be installed on any of the family of medium tactical vehicles in the fleet.



Oshkosh Defense (left) BAE Systems (right)

emphasis on a mixed fleet spanning the "iron triangle" of payload, protection and performance; accelerating plans to stop Humvee procurements for Army-only needs; equipping to meet mission needs per the Army force generation (ARFORGEN) cycle; modernizing while we fight; planned restoration of Army prepositioned stocks; recapitalization and divestment of selected vehicle variants; planned integration of the joint light tactical vehicle (JLTV), when ready; and continued scrutiny of new and existing TWV requirements.

Those complex factors are accompanied by considerable challenges. The investment strategy notes that the Army's efforts to "control cost growth and variant complexity within the TWV fleet while ensuring that the fleet evolves at the same pace as the tactics and missions it supports" translates to the service finding itself in possession of a "mixed fleet" of vehicles consisting of the most modern (JLTV armor-capable) and least modern (unarmored Humvees).

Adding that "the Army cannot afford to replace all of the least modern Humvees with



USMC/MSgt. Howard J. Farrell

A marine in southern Iraq conducts a security watch next to his Humvee in 2003. The Army's cost of recapitalizing older Humvee models is roughly 35 percent of the value of the newest model.

more modern ones in today's fiscal environment," the investment strategy proceeds into each of the Army's fleets, identifying proposed results from the evolutionary process as well as decisions that could further affect those fleets.

Light Tactical Vehicles

The Army's light tactical vehicle (LTV) fleet includes any vehicle with a gross vehicle weight equal to or less than 28,000 pounds and a cargo capacity equal to or less than 2.5 tons. The fleet currently consists of the Humvee family of vehicles, the commercial utility cargo vehicle family of vehicles and the future JLTV family of vehicles.

LTV fleet variants support three specific mission sets: light armored combat vehicle (armament carriers); command-and-control/casualty evacuation (shelter carrier/ground ambulance vehicles); and command-and-control/light cargo vehicles (light utility vehicles). Within each mission set, the TWV investment strategy offers specific guidance and investment decisions to allow the Army to more effectively coordinate procurement, development and sustainment of the fleet.

Specific guidance for light utility vehicle elements of the LTV fleet includes, for example: supporting the development and fielding of JLTV payload category "A" vehicles (battlespace awareness) as the objective solution for this mission set; continuing to modernize the M998 model Humvee fleet by recapitalizing them to M1097 models; divesting the Army of all commercial off-the-shelf light utility vehicles; using the complete industrial base (both sustainment-level repair and original equipment manufacturer) capabilities as a modernization tool to support sustainment; and using an ARFORGEN-based approach to sustain and modernize workload programming and up-armored program management.

The recommendation to continue modernization of the M998 Humvee fleet is illustrative of the balance woven throughout the strategy. The M998s are generally considered to be the oldest and least capable light utility vehicles the Army possesses, with an average age of 19.4 years. Recapitalizing these vehicles—at a cost of approximately 35 percent of the value of a new-production light utility vehicle (M1152/M1165)—provides "like-new" M1097R1 utility Humvees that have modernized power trains; improved cargo-carrying capability; and command, control, communications, computer, intelligence, surveillance and reconnaissance capabilities. Moreover, the recapitalized vehicles will serve the Army for an additional 15 years.

The strategy emphasizes that this process "should be prioritized above the procurement of new light utility vehicles. If necessary, [the Army should] consider reprogramming new procurement funds to support this recapitalization requirement to sustain the fleet."

Medium Tactical Vehicles

The best-known element of the Army's medium tactical vehicle fleet is the family of medium tactical vehicles (FMTV), based on a common chassis that varies by payload and mission requirements. The FMTVs come in 14 variations of 2.5-ton cargo and van models and 5-ton cargo, tractor, van, wrecker, tanker and dump truck models.

The Army's larger medium fleet also encompasses aging elements of M35 2.5-ton vehicles, M809 series vehicles and M939 series 5-ton vehicles. The Army's TWV investment strategy includes a divestiture plan for these trucks.

The M35s, for example, are described as "one of the most long-lived systems deployed by the Army." First fielded in the 1950s, they continue to serve with various modifications in more than two dozen configurations. The Army will divest all of these series vehicles by the end of fiscal year (FY) 2011.

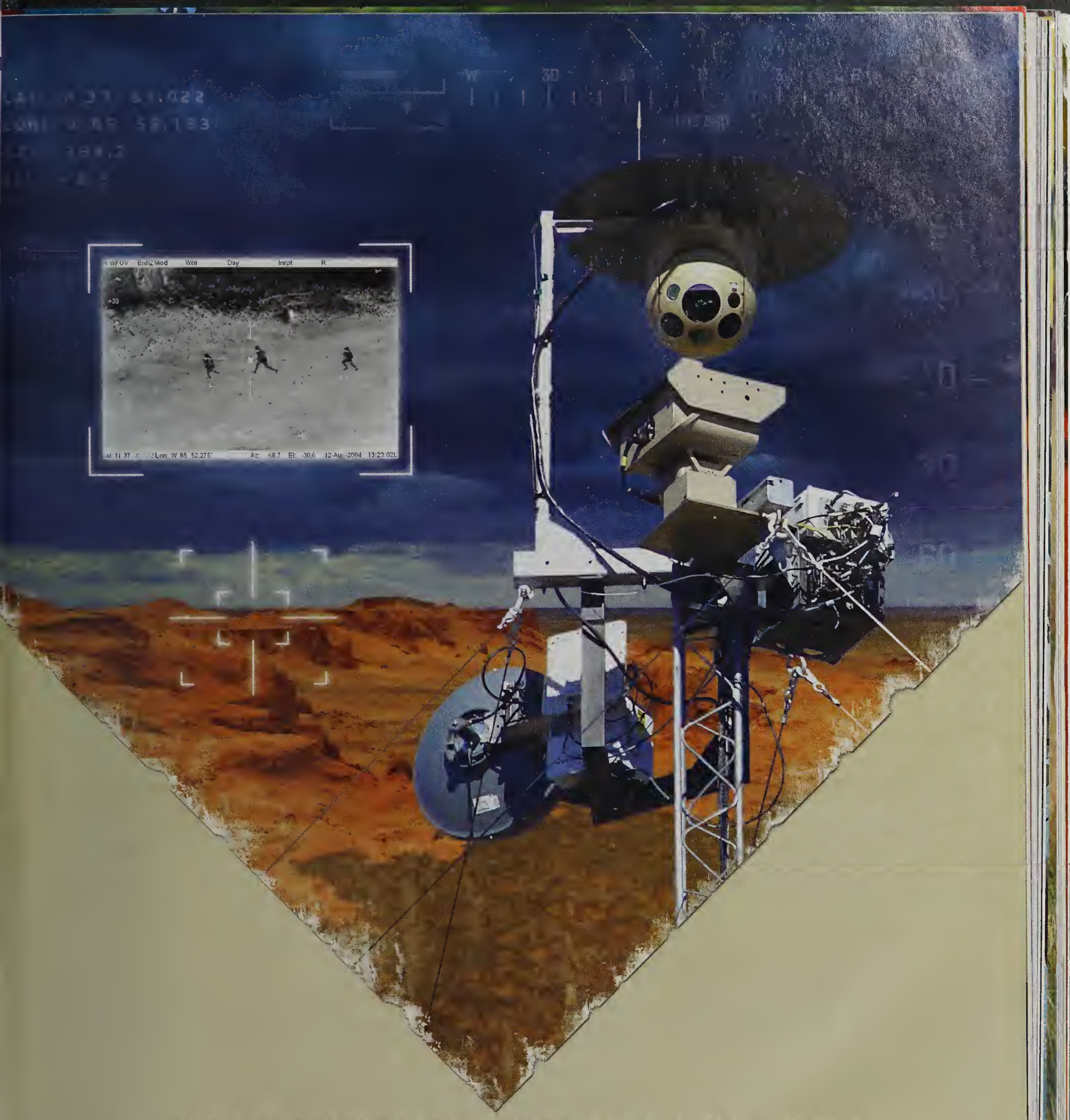
The M809 series trucks (like the M813A1 6x6 cargo truck and the M816 wrecker) were developed in the early 1970s and will be divested by the end of FY 2015.

The M939 series 5-tons were introduced in 1983 to augment the older M809 series, with the Army receiving the first M939A2 model in 1989. Current plans call for divesting all M939 series trucks by FY 2022, "pending receipt of requested funding."

Along with the possibility of accelerating divestments of the M35s and M809s, the investment strategy calls for a num-

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Scott R. Gourley, a freelance writer, is a contributing editor to ARMY.



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DoD/Cherie Cullen

Secretary of Defense Robert M. Gates watches a demonstration of a mine resistant ambush protected all-terrain vehicle (M-ATV) in Oshkosh, Wis., in November 2009. M-ATVs provide protection capabilities of larger and heavier MRAPs but are more mobile and durable and can negotiate mountainous off-road terrain.

ber of activities across the FMTV fleet, including: cross-leveling low signature armored cab (LSAC) capable (A1R) version light medium tactical vehicle (LMTV)/FMTVs to deploying formations; developing retrofits that enable the application of LSAC to non-A1R-version LMTV/FMTVs; and maximizing retrograde and repair of LMTV/FMTVs within the U.S. Army Central (ARCENT) area of responsibility.

In addition, the strategy emphasizes the need to maintain the capability to sustain the M939 series through FY 2022 and to incorporate JLTV Category "D" requirements into the FMTV operational requirement documents.

Heavy Tactical Vehicles

As with other elements within the Army's TWV fleet, the heavy tactical vehicle (HTV) fleet has provided the Army with myriad critical operational capabilities in recent operational environments. The fleet consists of the heavy expanded mobility tactical truck (HEMTT) family of vehicles, the heavy equipment transporter system (HETS), the palletized load system (PLS) family of vehicles, the M915 series family of vehicles, and associated trailers and support systems.

"The Army's fleet investment focus for the HTV fleet is to modernize the oldest variants to the current armor-capable configurations while reducing sustainment costs by divesting certain older variants of vehicles and trailers as new production is fielded," the strategy states, adding that keys to the success of this strategy involve coupling the responsible drawdown of equipment from Iraq with national repair programs "to bring them to the latest configuration and ensure that they are fully operational," and utilizing the full capabilities found in "new-production, armor-capable vehicles."

The HEMTT family of vehicles, for example, is a series of 10-ton, eight-wheel-drive vehicles designed to transport and resupply combat vehicles and weapons systems. It comes in seven basic configurations: M977 cargo truck with material handling crane (MHC); M978 2,500-gallon fuel tanker; M984 wrecker; M983 tractor; M983 light equipment transporter; M985 cargo truck with MHC; and M1120 load handling system. Additional HEMTT-based Army variants include the tactical firefighting trucks, HEMTT-based water tender, common bridge transporter, HEMTT light equipment transporter and theater high-altitude air defense launcher.

Indicative of the HTV fleet focus, subsequent guidance includes elements such as consolidating the fleet to a minimal number of variants and focusing recapitalization on inducting HEMTT A0 models as funding permits. In the latter case, the strategy states: "By establishing a goal of recapitalizing the entire fleet of 7,463 A0-variant vehicles prior to FY 2015, the annual recapitalization target would be 750 vehicles with annual cost of $260 million. This would bring the average fleet age from a current age of 20 years to 10 years by FY 2015."

The HETS transports tanks and other heavy tracked and wheeled vehicles to and from the battlefield, with the M1070 tractor and M1000 semitrailer replacing the older M911/M747 HETS as the Army's latest model HETS. The HETS first entered Army service in 1993, with new-tractor production ending in 2003.

The investment strategy identifies a number of decisions that, if enacted, would "allow the Army more effectively to coordinate the development and fielding of a more capable HETS fleet." These potential decisions include: setting the HETS as an automatic reset induction item and resetting all HETS as they are retrograded from the ARCENT area of responsibility; developing a pilot project to evaluate the option to recapitalize HETS tractors from current models to HETS A1; and procuring limited quantities of the HETS A1 tractor.

The PLS includes a prime-mover truck with integral self-loading and unloading transport capability, a 16.5-ton payload PLS trailer and demountable cargo beds—container roll-on/off platform (CROP)/flatracks. Having first entered Army inventories in 1993, the PLS comes in two mission-oriented configurations: The M1074, equipped with a variable-reach MHC to support forward-deployed field artillery units, and the M1075 (without MHC), which is used

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in conjunction with the M1076 trailer to support transportation line-haul missions.

Potential PLS decisions include: continuing procurement of PLS A1 (with safety, performance and survivability improvements over the A0) to meet FY 2015 requirements; modernizing the fleet by focusing procurement funding on recapitalizing older PLS trucks; modernizing PLS trailers by focusing procurement funding on recapitalizing the trailers to integrate the container transfer enhancement; modernizing container handling unit capabilities; and modernizing the CROP with new procurement.

The M915 line-haul tractor family of vehicles is used primarily for the transport of bulk supplies from ocean ports to division support areas within theater. In Army inventories since 1979, the family of vehicles consists of the M915 line-haul tractor, M916 light equipment tractor, M917 dump truck and M920 variants.



USAF/MSgt. Scott Reed

Army National Guard soldiers and Drug Enforcement Agency agents in an M939 5-ton truck conduct search and evacuation operations in New Orleans in the aftermath of Hurricane Katrina. Current plans call for divesting M939-series trucks by fiscal year 2022.

A major challenge with this family of vehicles involves end-of-useful-life (EUL) considerations. The EUL for the M915 family of vehicles is considered to be 20 years; approximately 38 percent of the fleet is currently beyond that point, translating to significant increases in sustainment costs.

As a result, in stark contrast to those for some fleets, decision recommendations include no investments in significant recapitalization or repair for older variants, instead divesting M915 A0s and A1s no later than FY 2011 and replacing them with current planned production of the M915A5 variant vehicles and excess new-production M915A3 vehicles (previously programmed for distribution to the ARCENT area of responsibility).

Significant financial realities are also evident in other family-of-vehicles decision recommendations, including not proceeding with the line-haul replacement tractor program in the near term as it is currently envisioned and neither procuring nor repairing additional M916s.

The investment strategy contains additional decision recommendations on the line-haul trailer fleet (M870, M871 and M872 series), the fuel tanker trailer fleet (M967, M969 and M1062 series), the fifth wheel towing device and the interim Stryker recovery system. The strategy also identifies certain cross-fleet decisions on the modernization of both medium tactical vehicles and HTV fleet elements through the application of aspects of the Army's long-term armor strategy/long-term protection strategy (LTPS).

The programs and identified decisions discussed here provide only a representative sampling of the recommendations set out in the comprehensive TWV investment strategy. As the authors of that strategy note, their effort "examines a new approach to manage the Army's TWV fleets and describes the decision points that the Army must make to achieve its near- and long-term fleet investment-strategy objectives. This strategy explained the history of the Army's TWV fleets and how it has arrived at these decision points. Specifically, this strategy focuses primarily on approaches for applying new production, recapitalization and reset actions to both maintain and modernize the respective fleets."

They continue: "After careful analysis, the Army concludes that an AR-FORGEN-based approach will be successful to achieve two aims. One, it will sustain near-term missions while transitioning from current legacy TWV fleet variants to modernized variants that incorporate the LTPS requirements. Two, the approach will implement a long-term modernized fleet with an appropriate mix of legacy and armor-capable models that undoubtedly will meet the mission demands set before the Army. To meet these aims more efficiently, the Army will execute the recommendations laid out in this strategy and support the development and publication of the Program Executive Office Combat Support and Combat Service Support fleet management plan. This plan will be designed to establish the detailed requirements necessary for the execution of this investment strategy. In doing so, the Army will ensure that it will retain the ability to protect forces and conduct combat and sustainment operations in any full spectrum mission." ★

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To: Company Commanders
From: Company Commanders

Is Training Management Still Relevant?

The relentless cycle of deployments over the past eight years has increased training requirements and decreased training time, making it more difficult to manage training. As commanders, we are responsible for training our units, yet our company training schedules can easily become dominated by events mandated, planned and resourced by higher headquarters. This situation led a member of the CC forum to ask: "I'm taking command soon, and I hear a lot of older leaders talk about how we've lost the art of training management. My question is this: Given the lockstep ARFORGEN train-up-to-deploy process and combat operations that guys like me have been doing nonstop, is training management even relevant right now? If so, how? Looking for practical ideas/tips that I can actually put into action." This question touched a nerve within the community of company-level commanders. Listen in to excerpts from some of the responses.

John McFarlin

Past CDR, HHT/4-10 CAV

While one of the complaints that I had as a new troop commander was that there was so little white space left in the ARFORGEN train-up for deployment, over time I came to understand how to work with the situation and stop wasting precious energy fighting it. As leaders, we want to retain the greatest autonomy by assessing, planning and executing a training plan that we've authored. That mindset is written into our doctrine, and it's part of our culture. It's what makes us leaders. But we have to be mature enough to understand the extremely high stakes involved in the current era of persistent conflict and to accept the wheel that's already been invented.

Battalion and brigade staffs work hard to manage limited training resources to get "twofers," resulting in rigid plans that chafe. But the alternative would be some units not being able to "get to the feed trough." In some cases, there just isn't enough training land, ranges and time to allow commanders to plan and execute on their own. That doesn't mean that company commanders should blindly accept every training gate in the predeployment bubble-gum chart as equally important. You still have to talk it through with your brother and sister commanders and identify training "distractors" mistaken as "must-haves." We can make the best of this suboptimal situation by refining mandated plans rather than chasing down resources. If BN staff have reserved a range, for example, then we don't have to. That's time saved. We trade autonomy and the feeling of owning the plan "soup-to-nuts" for the benefit of everyone accomplishing the training.

Training management still matters, but I found that the first step was making sure that all of the mandatory training events were properly mapped. I also made an effort to make sure that if it was a squadron-level training event, then training events beneficial to my unit were included. That's the give and take of the BN training meeting—backed up by commanders talking with S-3s offline before and after training meetings. Then, you bring what you negotiated there into your own troop training meeting. If, after taking into account all the directed training, you don't have any white space for addressing training needs specific to your organization, then that's the red line where you have to bring it up with your commander. You may be told that you have to mitigate risk. But that's for the CDR and 1SG to figure out.

Brandon Soltwisch

Current CDR, D & HHC/1-77 AR

Is training management still relevant? Yes! No doubt about it. Although the gates are laid out for you in your preparation for deployment, how you get there is, in many respects, still up to you. If you aren't managing that training, then you are spinning out of control and are failing in your command responsibility for the combat readiness of your formation. We're required to prepare for and execute a much broader spectrum of tasks than ever before. It isn't as simple as the old METL crosswalk, but it's still the same doctrinal approach.

We are a product of our environment, and the fast-paced,



CPT Brandon Soltwisch, at the reenlistment of three of his Company D, 1st Battalion, 77th Armor Regiment soldiers in Iraq, believes that training management is an essential element of a commander's responsibility.

quick-turn deployments have forced us to adapt our training methodology. We don't have the time to train one task at a time; we have to train three. Our job is to identify the tasks that most closely translate across the broadest spectrum to generate the widest-reaching effects. I picked five things I wanted to be good at: troop leading procedures, precombat checks and rehearsals; rifle marksmanship; tactical combat casualty/combat lifesaver skills; battle drills; and physical training. To me, these are the things that translated across every one of my METL tasks. The keys are deciding where to take risks and then talking to your boss about it and getting his buy-in to your methodology. An honest discussion about realistic expectations of where your unit can—and, more importantly, cannot—go from here is imperative. The last part of the puzzle is forcing your subordinate leaders to get you there by using the Eight-Step Training Model and effective training meetings. You already know that BN/BDE are going to throw a wrench in your plans with last-minute taskings that some people use as an excuse not to manage training at their level. As long as you accept the inevitable last-minute taskings and work to reduce the distractions in the 33 percent of the time that you truly control, then you will be successful.

John Mooney
Past CDR, E/1-64 AR

Does training management matter? You better believe it! First, the train-to-deploy process is not as lockstep as everyone makes it out to be. There is always slack in the schedule, and the training-management process will help the commander make the best possible use of the limited time he does control. Second, training-management doctrine should be used during every deployment cycle to validate the training plan and make sure that it still supports the deployment mission and is tailored to the experience level of the unit. Third, as long as we are fighting a war somewhere, there will be a tension between training to the core METL and directed METL. The classic example is NBC training. Training management will help balance the important (core skills) with the urgent (deployment training).

The primary tip I can give is to plan at longer range than companies usually do—all the way out to deployment. Then you can forecast and make time for as many of your priorities as possible. Show your plan to the battalion commander for his buy-in, which should help you execute your plan without being top-driven. It will take some creativity to squeeze every last bit of value out of the time available. For

Company Command Glossary

1SG—First sergeant.
AAR—After action review.
ARFORGEN—Army force generation process. The ARFORGEN process is used to manage the force and ensure the ability to support demands for Army forces. ARFORGEN sequences activities for all active and reserve Army units including reset, staffing and employment.
BDE—Brigade.
BN—Battalion.
CDR—Commander.
FORSCOM—Forces Command.
IWQ—Individual weapons qualification.
METL—Mission essential task list.
NBC—Nuclear, biological, chemical.
OIF—Operation Iraqi Freedom.
STX—Situational training exercise.



LT Brian Murdock meets with the muktar *of Shakra Sufla, a village in northern Iraq, during a humanitarian assistance mission. LT Murdock and his fellow leaders are striving to learn the doctrine of training management after their recent deployment.*

example, combine training physically demanding tasks with PT time, such as breach drills with weighted dummy bangalores. Hip-pocket training is essential; give your NCOs guidance on your priorities, and push them to run with it.

Lawrence Joiner
Current CDR, B/1-623 FA, KYARNG

Most training now, especially mobilization training, is "turnkey" for units. Units show up, go through the training and deploy. Instructors and resources are provided. This saves time and is a good use of resources, but it does not teach anyone in the unit the principles of training management (FM 7-0/7-1), nor does it develop unit leaders to become subject-matter experts. The Eight-Step Training Model must be used at the unit level. Training management boils down to putting the time into planning and resourcing to produce an end state; it should not be geared merely to meeting a requirement. IWQ is a good example. Many commanders think of it as an annual training requirement with an end state of percentage complete, when in fact IWQ is feedback for the Soldier and a tool for the commander to assess the proficiency of his unit's weapons-training program.

Brian Murdock
Future CDR

Outstanding question! Training management has been a topic of discussion every week for about three months in my company. I think the answer is yes, it is important. Whether or not you can conduct proper training management specific to your branch, however, depends on the amount of dwell time your unit has. If you're looking at 12 months home and then back to theater, you will certainly be told what tasks must be trained prior to deployment by your BDE or higher. If you can get 18 to 24 months at home, you have the opportunity to brush up on your core competencies. Prior to my deployment in support of OIF 9/11, I was "force-fed" all my training. We were getting ready to deploy and certain gates had to be met before we left, so white space on the training calendar was nonexistent. When we redeployed home in December and had an opportunity to train, it was as if no one knew how to conduct doctrinal training management. I knew the training we had laid on was not the proper way to conduct training, and I wanted to make sure my Soldiers were going to be trained the right way. I combed the CompanyCommand forum for ideas and where to start, and now the only reason I have any idea how to develop training doctrinally is because of the information I have learned from past company commanders in the CompanyCommand forum and from reading training doctrine.

What Army Doctrine Tells Us

Training management is the process used by Army leaders to identify training requirements and subsequently plan, prepare, execute and assess training. Army training management provides a systematic way of managing time and resources and of meeting training objectives through purposeful training activities. …

The single most important company meeting is the training meeting. (See TC 25-30) … At company and platoon level, meetings directly concern the specifics of training preparation, execution and preexecution checks. … Commanders should emphasize collective training proficiency of small units—crews, teams, squads, sections, platoons—over company and higher level training. Small-unit proficiency provides the foundation for large-unit readiness.

—FM 7.0, Training for Full Spectrum Operations



CPT Joshua Gaspard, shown with three Iraqi army commanders, argues that "training management is the single most important responsibility of a company commander" between deployments.

Joshua Gaspard

Past CDR, B & HHC/3-187 IN, 3-101 ABN DIV (AASLT)

Training management is the single most important responsibility of a company commander during garrison time. Those who talk about how we've "lost" the art of training management have failed to impart its importance to their subordinates and have failed to professionally educate their subordinates (and maybe themselves) by not reading doctrine (7.0, 5.0, 3.0, 7-8, 7-10, CCTs, or the latest versions of those documents for your respective branch). Training management is more relevant now than ever because it is *your* company that will be at a remote patrol base. Your unit's level of training will be all so evident when you are required to conduct combat operations autonomously. Train like a madman!

Nick Nethery

Current CDR, 737th EOD CO

I agree with most of you about the necessity of training management (although some of you are confusing time management and training management), and I agree with the importance of developing subordinates, especially junior officers. So, yes, training management is important, but no, it is not an art. You take your higher's directed METL and decide what you want to add, then choose when to focus on what. There is no finesse to it, and it takes little time. If you have a "road to war," most training is decided for you. If you don't have a "road to war," then you're not deploying anytime soon and you probably have a lot more autonomy, so enjoy it and use the opportunity to develop yourself as a planner.

Army Eight-Step Training Model

- Plan the training.
- Train and certify the leaders.
- Recon the site.
- Issue the plan.
- Rehearse.
- Execute.
- Conduct an AAR.
- Retrain.

Matthew Ellett

Current CDR, B Co. (MI), 4th BSTB, 4-101 ABN DIV (AASLT)

Regardless of what the ARFORGEN and FORSCOM deployment requirements and recommended timelines say, you still have to manage your time. Time is like money, and you have a limited budget. What happens when you don't manage your budget? You go over and are socked with debt. When you can't manage your training to maximize time, you end up losing out on what you need to do. Even when MACOMs dictate what you ought to do, not every unit fits its timeline, and not every unit fits the full set of requirements. The ownership concept here is key. You own your company. You and you alone are responsible for training your company.

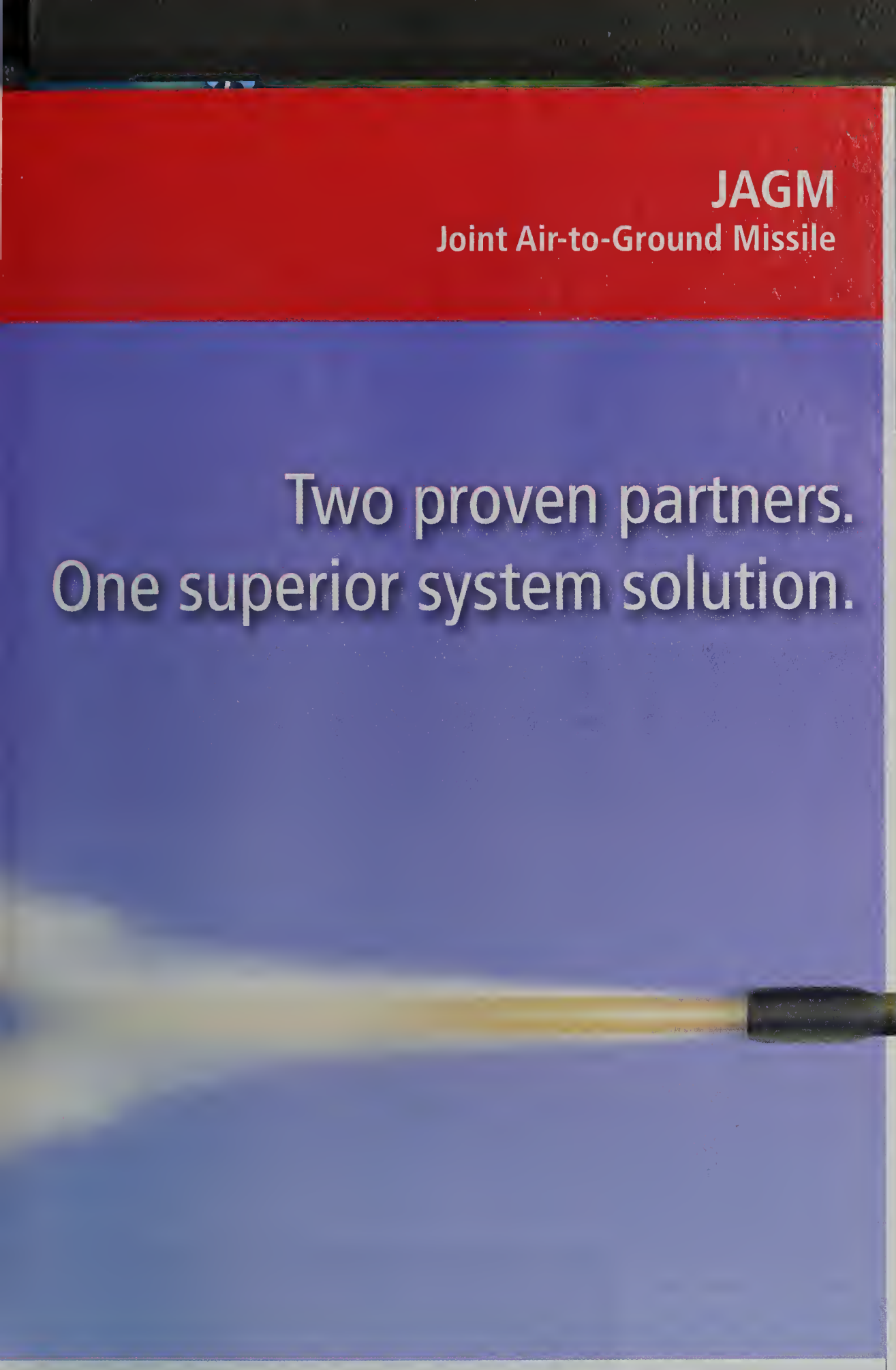
Adam Armstrong

Current CDR, B/2-508 PIR, 4-82nd ABN DIV

I would say that training management is even *more* relevant now than it has been in the past. The ARFORGEN process does create a fairly regimented framework for the unit's time between deployments. Building the new team, resetting both Soldiers and equipment, conducting mission-readiness exercises and then packing everything back up for shipping—all within 12 to 14 months—can be nothing but a compact process.

There is a period in there that requires us to get back to the training-management roots. During reset, commanders make money by prioritizing training on critical individual and leader skills that they know will be needed for the collective good. There are opportunities to set the unit up for

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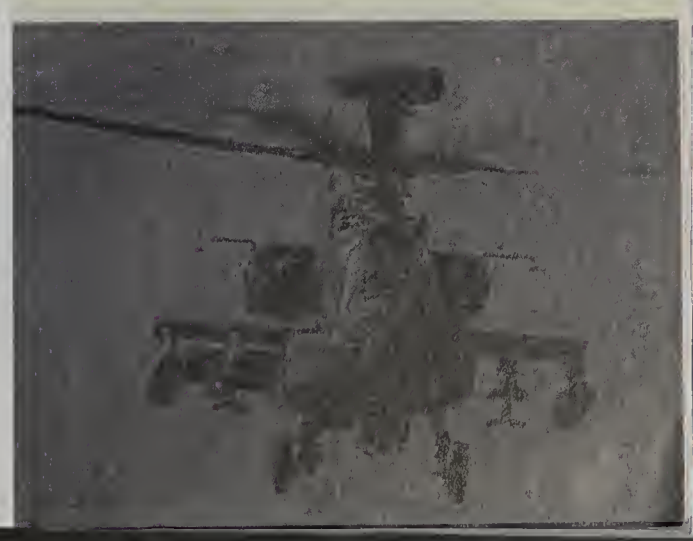
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CPT Adam Armstrong (center), with village elders during a joint patrol with the Afghan National Army, believes that meticulous training management set the conditions for his battalion's successful preparation for deployment.

success in the upcoming period of collective training by sending individuals to required schools and executing in-house training for individuals, crews and small teams. Because that period is so short, CDRs cannot afford to squander any of that valuable time.

Our brigade is currently deployed to Afghanistan. For us, the most important period in developing our ability to fight and win as a unit was the intensive training cycle in January–March 2009. Commanders received the directed METL towards the end of October, and then we went to work designing the training plan for our units. Those two months engineering the plan so that we would come back from leave ready to train in January were crucial to our ability to train in the intensive training cycle and perform here in Afghanistan.

In three months' time, we went from individual marksmanship through company STXs, encompassing realistic live fires for maneuver elements at every level between. The only way to do that was through meticulous training management. That "art" is essential to ensuring that critical gates are achieved in a process in which every step builds upon the last to obtain the desired end state—a unit capable of meeting the requirements for the upcoming mission set. Not only is training management vital to preparing the unit for deployments on short turns, but it is equally important to ensuring that Soldiers' time is maximized during training periods while preserving much-needed time with their families through diligence in execution.

Training management is best done as a team. Commanders worked together as a team over some long hours to develop the path that each of our companies would follow. The process is even better when employing the lieutenants to work its various aspects. Don't forget the wealth of experience provided by our fantastic NCOs. The argument that we have lost the art of training management only goes as far as how willing we are to teach, coach and mentor the next generation of leaders to execute it.

We hope that this article serves as a catalyst for professional conversation about training management within your unit. If you are a currently commissioned officer, we invite you to log on to http://CC.army.mil and share your insights and experiences with training management and any other challenges of building and leading combat-ready teams. If you are not eligible for CC membership but wish to contribute, e-mail your ideas to cocmd.team@us.army.mil. Leadership counts!



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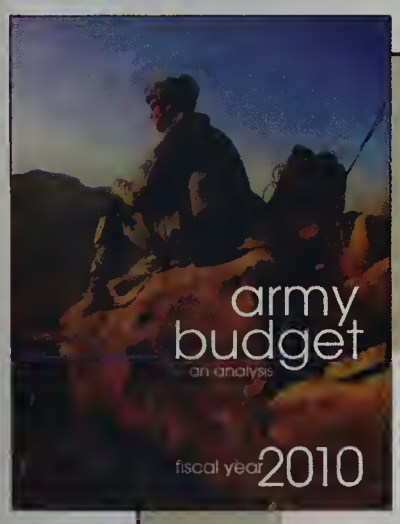
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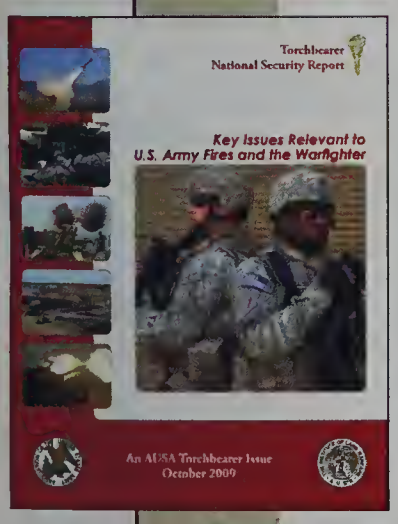
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Soldier Armed

Concertainers

By Scott R. Gourley

Widely used in a range of force-protection measures from Bosnia to Afghanistan, Concertainer defense walls, also known as Concertainers, have helped to revolutionize the way U.S. forces view earth-filled protective measures.

As described by the Defense Logistics Agency (DLA), "The Concertainer defense wall is a rapidly built solid blast-barrier wall built from heavy-duty galvanized wire mesh lined with a geotextile fabric designed as a substitute for sandbags. The wall can be filled with any available material such as sand, mud, soil [or] rock using minimal manpower and a mechanical digger. The wall has been tested using small-arms fire, machine guns, mortars and 30 mm cannon. It will also protect against indirect artillery fire up to 155 mm caliber. Uses include aircraft and headquarters location revetments, bunkers, observation posts, border crossings and fuel installations."

In addition to its protective benefits, the wall design provides significant logistics advantages through a collapsible design that is transported as a small percentage of its "as-constructed" volume before expansion and is ready for rapid filling at its final destination.

Hesco Bastion in Leeds, England, possesses an internationally recognized design patent for Concertainers. Thomas Redfern, marketing representative for Hesco, reiterated several of the benefits in a more technical description of the product line.

"HESCO Bastion Concertainer is a unique, patented multicellular defense wall system," he said. "It is made from prefabricated Galfan-coated mild steel-wire mesh and vertical coil joints that are lined with a nonwoven material called polypropylene geotextile. Once erected, Concertainer units can be filled using almost any locally available material. By enhancing the mass and characteristics of the fill material, Concertainer units are able to withstand attack from a variety of weapons and significantly reduce harmful fragmentation."

The Concertainer product line includes multiple options, designated Mil 1 through Mil 10, with sizes ranging from smaller—2 feet by 2 feet by 4 feet (Mil 2)—to large—7 feet, 3 inches by 7 feet by 90 feet (Mil 7) and 7 feet by 5 feet by 95 feet (Mil 10)—options.

With a 3-inch mesh size on all structures, the galvanized steel-wire thicknesses are 4 millimeter (8 Gauge) on the smaller products and 5 millimeter (6 Gauge) on the large Mil 7 and Mil 10 designs. The wall cells are connected at the corners with spiral wire hinges that allow rapid expansion from the compact, folded-storage configuration.

All options feature the 2 millimeter heavy-duty nonwoven polypropylene geotextile filler in either beige or green that allows them to be filled with a range of local earth materials. The material selection—optimized for tactical considerations, availability, transport requirements and intended structure duration—can include anything from concrete, crushed rock and various soil types to field-expedient materials such as snow.

According to Redfern, the Concertainer system "was conceived in 1989 initially to mitigate coastal erosion and then was introduced into military applications by the U.K. Ministry of Defence. Since then, products have been developed and comprehensively tested."

Noting that "Concertainer units have been described as the most significant development in field fortification since World War II," he said that "since the Concertainer's first use by the military in 1991, more than 15 of the world's leading authorities in blast mitigation and effects have performed tests using a number of different weapon systems. Concertainer units have also been developed to meet specific requirements, such as bunkers with overhead protection and flood defenses in the mainland United States."

In the case of specialized needs, for example, the Concertainer structures have evolved from field-expedient tactical applications to specialized structure designs that have been "kitted" by the DLA as U.S. Army Engineer Research and Development Center "ap-



Hesco Bastion/SGT Jimmy Albright

Concertainers are solid blast-barrier defense walls that can be filled with virtually any available material (including snow), can be erected rapidly, are logistically efficient and are a great improvement over sandbag defenses.

proved fighting positions"—including the single-bay aboveground fighting position kit, two-bay aboveground fighting position kit and aboveground small observation-post kit—that come complete with a set number of Mil 2-size Concertainers and plank structural roof and roof membrane.

Hesco has also developed some of its own structural package designs. One innovative approach involves personnel and material bunkers built around a standard sea container, with the entire "containerized bunker kit" packaged inside an International Organization for Standardization container that has already been modified with a prefabricated personnel door and emergency escape hatch.

Another available company package is the Hesco Accommodation Bunker (HAB), which was developed "as a result of the ever-increasing threat to deployed personnel from indirect-fire weapons." Formed from Mil 6-size Concertainer units with a specially engineered roof structure, HAB is designed to provide safe living accommodation for up to eight individuals with protection levels against weapon systems "up to and including large mortar rounds."

In parallel with the protection packages, Hesco has also focused on the logistics elements of Concertainer emplacement through the development of Rapid In-theatre Deployment (RAID), in which Concertainer walls are packaged to facilitate immediate deployment. One recent test highlighted by the company demonstrated the deployment of 1,000 feet of 7-foot, 3 inch-high Mil 7 wall structure that was ready for filling in less than one minute.



Hesco Bastion

The protective barriers are shipped flat then quickly opened and rapidly filled. Originally designed for flood and erosion control, Concertainers have provided military force protection since the 1991 Persian Gulf War.

"Current mission requirements have led to the design and development of a number of unique products by Hesco," Redfern said. "RAID, for example, is a delivery system that aids the end user in speed and ease of deployment of Concertainer units, with a massive reduction in the logistics burden. HAB is a protective accommodation unit for use in expeditionary missions. These products are now beginning to filter into the operational theater with great feedback from the soldier on the ground."

In terms of current program activities, Redfern said that "an ongoing contract with the DLA is in place and has been for more than five years, ensuring that all our products are available through the military logistics chain."

Looking toward the future, he added, "Hesco Bastion has been involved with supplying the Concertainer unit and force-protection systems to all major military forces throughout the world since 1991, and it has continually taken the lead in providing solutions to protect forces against the changing nature of the threats faced in today's asymmetric battlespace. Hesco continues to progressively test and develop its products in a diverse range of environments across the world, keeping it at the forefront of engineered fortifications and protecting both military [personnel] and civilians across the globe. New force-protection products are already in the pipeline for 2011."

Asked to reflect on the product's and company's significance to the warfighter, he concluded: "The Hesco Bastion Concertainer is the premier force-protection system, a user-friendly and adaptable product that is unrivaled in the role of providing fortifications for expeditionary missions. The focus of the company is not only to provide the military with the best possible product, but also with unprecedented technical assistance and support directly to the troops on the ground." ★



Hesco Bastion

The barriers can be configured in different ways to provide various levels of protection for personnel, vehicles, equipment and facilities against a variety of specific threats.

AUSA Sustaining Member Profile

Continuing Developmental Services, Inc.

Corporate Structure—Founded: 1977. CEO (CDS, Inc.): Sankar Sewnauth. General Manager (Unistel): MG Robert W. Mixon Jr., U.S. Army retired. Headquarters: 860 Hard Road, Webster, NY 14580. CDS telephone: 585-341-4600. CDS web site: www.cdsunistel.org. Unistel telephone: 1-800-UNISTEL. Unistel web site: www.unistelservices.com.

Continuing Developmental Services, Inc. (CDS) is a $44-million not-for-profit agency headquartered in Webster, N.Y. Founded in 1977, CDS provides life- and job-transition skills training to 1,500 developmentally disabled people. Unistel, the CDS manufacturing and production division, has been in operation since 1979. The company provides quality products and services to customers while offering fulfilling employment opportunities to people with disabilities.

Unistel works to help people achieve their dreams and ultimately enjoy an independent lifestyle.

When adding spices to rations or using a military radio, think CDS Unistel. Unistel is an AbilityOne company certified by the National Institute for the Severely Handicapped and the New York State Industries for the Disabled. It currently employs more than 240 people with disabilities throughout 80,000 square feet of factory space in two Rochester-area facilities. Certified by the American Institute of Baking and the U.S. Army Veterinary Command for the highest standards of food safety, the company meets all federal standards of cleanliness, safety and force protection for manufacturing and packaging.



A worker, supported by CDS, assembles radios for the U.S. military.

Unistel has been doing business with the military for more than 10 years, packaging spices for the rations provided to soldiers in the field and assembling accessory components for military radios.

The company has a diverse business model with a wide range of products and capabilities. Currently, it assembles six different types of products and continually explores new product opportunities. Unistel products are known throughout the United States for quality, low cost and on-time delivery. The business has developed a broad array of products and services to give its workforce numerous options to obtain or regain job skills. The company's leadership continuously seeks out new job opportunities, primarily in packaging and "kitting" products. Unistel's workforce is highly skilled in these tasks, led by a management team of professionals who understand and teach excellence in every product they produce. Quality standards in areas such as spice packaging, assembling and kitting are among the highest in each industry, as demonstrated by continuing customer satisfaction. The CDS company philosophy encourages and supports people to grow to their maximum potential and keep promises to customers.

In December, CDS signed a three-year spice-packaging contract with LiDestri Foods of Rochester, N.Y., a leading manufacturer and maker of pasta sauces such as Francesco Rinaldi and Newman's Own. This agreement will create several new jobs. According to Giovanni (John) LiDestri, president and CEO of LiDestri Foods, "To be able to expand our offerings to our customers is one thing, but to be able to do it by sourcing additional goods from CDS, and thus help employ our fellow citizens with developmental disabilities, brings tears of joy to my eyes."

In 2008, CDS built a state-of-the-art life transitions center. The Wolf Life Transitions Center has comprehensive traumatic brain injury (TBI) life- and job-transition capability training in one place. The center features an industrial work center and restaurant to help people receive vocational training while earning a paycheck. The facility offers a variety of clinical supports including physical rehabilitative and aquatic therapy and independent living assessments and skills.

In addition, the center offers TBI service coordination to help people access the necessary supports and services to live successfully in the community. TBI service coordinators assist with funding for housing and utilities along with bringing various clinical-support services into the home. TBI service coordinators also assist people with obtaining community-based services to help with recovery.

Recognizing the importance of giving back to the community and the country, CDS created an initiative called Warrior S.A.L.U.T.E., which meets the needs of young men and women—and their families—who are returning home from war.

Warrior S.A.L.U.T.E. was designed to help servicemembers—both those still active in the military and those who have made the transition into the Department of Veterans Affairs network as discharged veterans—with traumatic brain injury and other disabling injuries.

The CDS Warrior S.A.L.U.T.E. initiative operates on the following principles:

- Support—to foster individual growth and development.
- Assessment—to determine the needs and support requirements for each soldier.
- Listen—to ensure that soldiers and their families have the opportunity to fully express their feelings and dreams for the future.
- Understand—to identify specific psychological, social, and vocational needs and goals.
- Transition—to develop a transition plan that meets the needs of soldiers and their families.
- Empower—to help soldiers live independently and productively in their community.

CDS is a unique service organization with a superb business model aimed to help as many people as possible successfully navigate through life and achieve their personal goals and dreams.

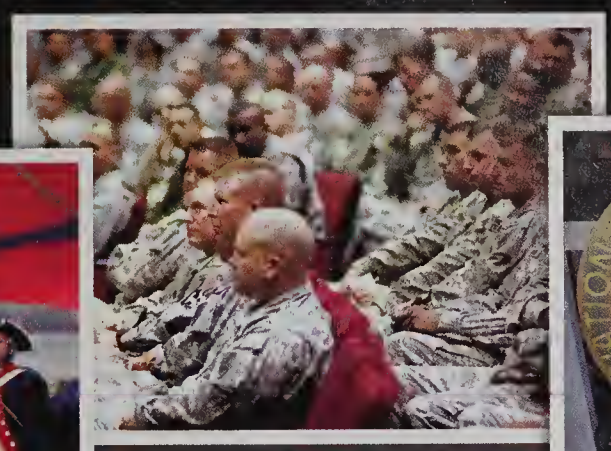
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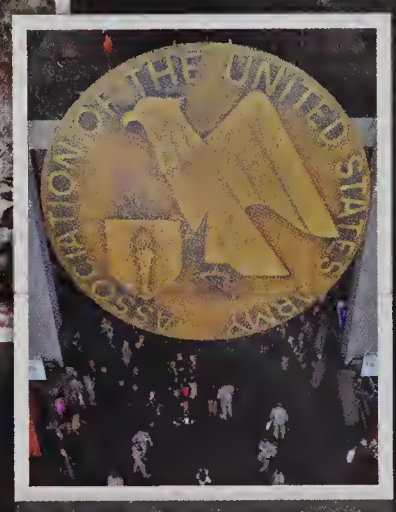
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Reviews

Revisiting the Alamo

Exodus from the Alamo: The Anatomy of the Last Stand Myth. *Phillip Thomas Tucker. Casemate Publishers. 432 pages; map; black-and-white photographs and illustrations; index; $32.95.*

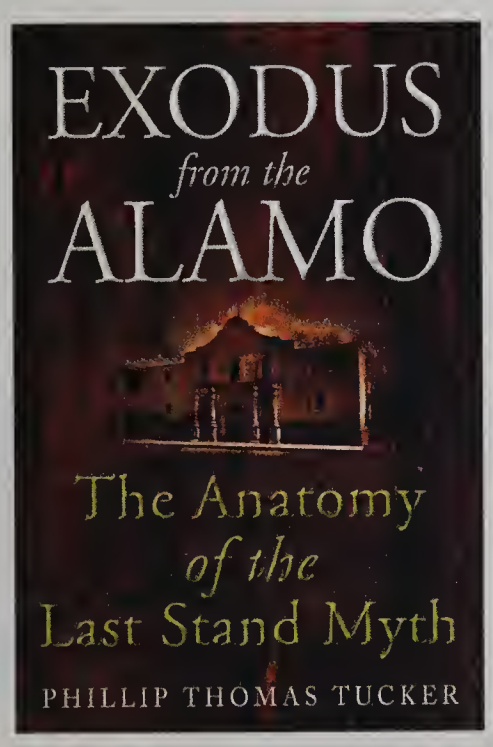
By COL Cole C. Kingseed
U.S. Army retired

No event in American history has been surrounded by more myths than the fall of the Alamo on March 6, 1836. In *Exodus from the Alamo*, author Phillip Thomas Tucker contributes yet another provocative interpretation of the never-ending controversy that set the stage for the birth of the Lone Star Republic. Tucker's work challenges the most sacred of all Alamo myths, the famed last stand of a small band of Texans against thousands of Mexican soldiers.

Primarily a Civil War historian who specializes in regimental history, Tucker has written *Burnside's Bridge, The 1862 Plot to Kidnap Jefferson Davis* (ed.) and *The Final Fury: Palmito Ranch, The Last Battle of the Civil War.* Subtitled *The Anatomy of the Last Stand Myth, Exodus from the Alamo* challenges virtually every aspect of one of the most iconic episodes in the history of Texas. Rather than fighting to the last man, Tucker contends that the majority of the Alamo's defenders "unhesitatingly chose life when they attempted to save themselves by escaping a certain death trap in the cold, late winter darkness."

In no uncertain terms, Tucker opines that the traditional heart of the Alamo story is false, based on fantasy rather than historical fact. Using a plethora of Mexican primary sources, including wartime diaries, official military records and vintage newspaper reports, Tucker claims that the defense of the Alamo was hardly the "well-organized, tenacious defense" frequently cited in American history books. Indeed, Tucker views the battle as a "surprisingly brief clash of arms" by a totally unprepared garrison "caught in its sleep by a well-conceived night attack" that took the defenders by complete surprise.

In presenting this controversial interpretation, Tucker hopes to present a "more honest and realistic version of the events of March 6, 1836, than has ever been presented before." In his view, the battle was a largely self-induced fiasco attributed to shockingly faulty leadership by Alamo commander William Barret Travis and Texas Army GEN Sam Houston, who abandoned the garrison to their fate by refusing to march to their relief.



Why the "distortion" in many of our history books? Tucker states that most authors deliberately ignored Mexican accounts of the battle due to national chauvinism and a strong xenophobic feeling toward the United States' southern neighbor. A mythical Alamo "justified a sense of moral supremacy and righteous entitlement to Texas at the expense of the Indian, *Tejano* and Mexican people." Rather than credit a sound attack by Mexican GEN Antonio López de Santa Anna, Texans created the heroic last stand at least in part because "a moral triumph was necessary to maintain a posture of [Anglo-Celtic] cultural and racial superiority" over a "mixed-race people of the Catholic faith." Here Tucker's argument is more suspect than his analysis of the battle itself.

One of Tucker's "revelations" is that most Texans died outside the Alamo walls, cut down by Mexican lancers positioned to ensure that none of the defenders escaped. As evidence, Tucker notes that two main funeral pyres that Santa Anna constructed following the battle were external to the Alamo compound. Contrary to Tucker's claim that this is a novel interpretation, renowned historian William C. Davis reached the same conclusion in his seminal work *Three Roads to the Alamo: The Lives and Fortunes of David Crockett, James Bowie, and William Barret Travis* published a decade earlier.

Where Tucker does offer a fresh interpretation lies in his assessment of Mexican casualties. Tucker concludes that the majority of Mexican casualties resulted from fratricide. Unlike Alamo historians, including T.R. Fehrenbach (*Lone Star: A History of Texas and the Texans*), Jeff Long (*Duel of Eagles*) and Walter Lord (*A Time to Stand*), Tucker accepts the casualty figures of COL Juan Almonte of Santa Anna's staff, who recorded the Mexican casualties as 288, including 65 dead and 223 wounded. If half of these losses were the result of fratricide, the Texan defenders accounted for less than 150 casualties, maybe only 100. These figures are surely low, considering that Tucker claims that the Alamo defenders numbered not the traditional 182 men, but quite possibly 253 men.

Given his penchant for debunking the Alamo's many myths, Tucker does posit a new interpretation of Davy Crockett's demise. After examining all the evidence, Tucker concludes that Crockett may have stayed inside the Alamo compound and refused to join the 62 defenders who attempted to escape the predawn attack. Nor was Crockett among the five defenders who surrendered and sought mercy before Santa Anna directed their execution. Tucker admits his evidence is strictly circumstantial, but he contends

that it is possible that Crockett died a death "even more heroic" than normally attributed in that he stayed inside the compound to buy time for those members of the garrison attempting to escape.

What really happened that March morning in 1836 may never be known. Myths play a significant part in any nation's history.

Still, it is refreshing for historians to challenge the conventions of history, even if their interpretations only contribute to the existing controversy.

COL Cole C. Kingseed, USA Ret., Ph.D., a former professor of history at the U.S. Military Academy, is a writer and consultant.

Varied Fare

Whirlwind: The Air War Against Japan, 1942–45. *Barrett Tillman. Simon & Schuster. 336 pages; maps; black-and-white photographs; index; $28.*

In April 1942, LTC James H. Doolittle piloted his twin-engine B-25 over Japan, leading 15 other bombers in the first American air attack on the Japanese home islands in World War II. Though "the Doolittle Raid amounted to little more than a pinprick" in terms of actual damage, "its psychological effect was profound on both sides of the Pacific," writes Barrett Tillman in his colorful retrospective of the joint warfare carried out in the skies over Japan.

American planes wouldn't attack the home islands again until 1944, but the Doolittle raid foreshadowed the air war to come. "During the last year of the war in the Pacific, the U.S. Army Air Forces, Navy and Marine Corps, and British Royal Navy conducted a relentless air assault against the Japanese home islands," led by Army Air Forces chief GEN Henry H. (Hap) Arnold and Chief of Naval Operations ADM Ernest J. King. For airmen, fighting in the Pacific Theater "was especially daunting, requiring the routine reliability of a commercial airline for lengthy combat missions, new operating procedures, and unerring navigation on flights spanning hundreds of miles over open water."

The Pacific Theater also required many new bases and new equipment. The need for a "very heavy bomber" led to the invention of the B-29 Superfortress, a plane designed to fly twice as far as the B-17 and with a greater payload. After his spectacular service in Europe and the China-Burma-India Theater, fast-rising MG Curtis E. LeMay took over the entire B-29 program under the umbrella of XXI Bomber Command in January 1945, replacing BG Haywood S. Hansell Jr.

The Army Air Forces didn't go it alone. Though carrier aircraft were more vulnerable than Army planes, Navy aviation was integral to the war. Tillman argues that "the United States could not have successfully prosecuted the war without" the Essex class carriers. The Marine Corps played an important role as well, presenting "the Army Air Forces with a precious gift"—Iwo Jima, the site of an airbase midway between Guam and Tokyo.

The turning point in the air war came on March 9, 1945, when American B-29s firebombed Tokyo, leading to some 84,000 killed and 40,000 injured. More than a quarter-million buildings were destroyed. On the American side, "about 90 fliers died that night, and at least six more later perished in captivity." The bombing devastated Japan's industry and diminished its people's will to continue the war. While Japan's factories were "increasingly blasted into rubble or starved of essential materials, America's remained unmolested Vulcan's forges, churning out ever greater numbers of aircraft." Damaging as the Tokyo firestorm was, the Japanese didn't surrender until after U.S. aviators dropped atomic bombs Little Boy and Fat Man in August.

"Airpower forced the capitulation of a desperate, tenacious enemy," Tillman asserts, thus making unnecessary the planned invasion of Japan, which would have resulted in prolonged bloodshed and many thousands of deaths. The success of the B-29 program, though costly, proved airpower's effect upon the enemy's



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ability to wage war and set the stage for the creation of the Air Force in 1947, which LeMay later commanded. *Whirlwind* presents a multifaceted view of this groundbreaking period in the history of modern warfare.

—*Sara Hov*

In the Footsteps of the Band of Brothers: A Return to Easy Company's Battlefields with Sergeant Forrest Guth. *Larry Alexander. New American Library. 336 pages; black-and-white photographs; index; $24.95.*

In this interesting memoir-cum-travelogue, Larry Alexander, the author of *Biggest Brother* and *Shadows in the Jungle*, retraces the steps of Company E, 2nd Battalion, 506th Parachute Infantry Regiment, 101st Airborne Division (the Screaming Eagles)—the famed "Easy Company" of Stephen Ambrose's *Band of Brothers*—accompanied by original Easy Company veteran Forrest Guth. Their travels took place over the course of two weeks in late fall 2008, more than 60 years after the World War II battles in which the Band of Brothers earned their reputation for courage and tenacity.

After a trip to Toccoa, Ga., where the original Easy Company soldiers trained in the shadow of Currahee Mountain to become paratroopers—and where, under the harsh training regimen devised by 1LT Herbert Sobel, they formed the close bonds of camaraderie that led to their nickname—Alexander and Guth head to Aldbourne, England. It was here that the Band of Brothers awaited action in France, which finally came when they were dropped 5 miles inland from Utah Beach on D-Day with orders "to seize and hold the causeways leading inland from the beach." The two men follow, visiting Marmion Farm in Normandy, which was held by Germans before Easy Company overtook it on D-Day, and Brecourt Manor, tracing the company's path to Carentan.

The next stop is Holland, where Easy Company served in Operation Market Garden, at one point charging and defeating a superior number of troops. After the Netherlands, Easy Company fought in the siege of Bastogne, Belgium; Guth and Alexander return there, visiting the soldiers' foxholes in the Bois Jacques and their attack field into Foy. Along the way, *Band of Brothers* fans and other grateful people greet the travelers at nearly every stop to extend their thanks and admiration of Guth. It seems that Easy Company's sacrifices are not forgotten.

Though this territory is well covered, *In the Footsteps* chronicles a unique experience, weaving the story of the two men's 2008 journey with the memories of those who fought their way through Western Europe in the final years of the war. Making this journey with Guth, who died in 2009 within a year of their return, "was not only a once-in-a-lifetime chance to visit these battlefields with a man who was actually there, hearing his remembrances and sharing his emotions," Alexander writes, "it was also an opportunity to see the effect, or legacy, if you will, of what Forrest and his comrades put their lives on the line for, on the people living in the path of the war."

—*Sara Hov*



Historically Speaking

Recognizing Valor

By BG John S. Brown
U.S. Army retired

On June 14, we will celebrate the Army's birthday, and many of us will do so in the presence of heroes. We may come to know this because of one or more inch-and-three-eighths-long ribbons on their chests, some with a "V" device for valor. The Army awards system does not and never has fully recognized all the deserving, but it does represent a conscientious effort to do so. This effort extends back centuries and tells us much about the nature of war and of our Army as it evolved.

George Washington instituted a Purple Heart award (originally called the Badge of Military Merit) for "singular meritorious action" in the waning months of the Revolutionary War. Only a few received it, however, and it did not survive the peace that followed. More than 60 years later, a Certificate of Merit recognized the courage of some during the Mexican War, but this was a complimentary piece of paper rather than a visible award. It was not that our Army did not value personal courage during its formative years, but there were factors that inhibited a formal awards system. Medals, ribbons and other embellishments of the uniform seemed to some creations of nobility, hierarchy and professional militarism. The country's strong militia tradition was suspicious of all such trappings. Besides, units were small, combat was episodic and social relations were intimate: Men knew of the courage of their brethren by personal observation and eyewitness testimony. Reputation counted for much and was reinforced by campfire musings and dispatches home. The warfare of the time required shoulder-to-shoulder solidarity in the face of common danger, and too much attention to individual performance might diminish the group mentality it required. Interestingly enough, the only semiconsistent recognition for valor during this period—the curious practice of brevet ranks—went to officers and other leaders credited with gallantly inspiring these sociomilitary groups and getting them to the right place at the right time.

The American Civil War swept away the word-of-mouth system. Old-timer GEN Winfield Scott opposed the measure, but Congress nevertheless enacted a Medal of Honor, and a new generation of military leaders embraced it. Paranoia about reinstated nobility had subsided, and the customary social intimacy of units had evaporated. Hundred of thousands swarmed into uniform, were hastily trained and organized, and marched off to battle. The tactical battles they fought still featured considerable shoulder-to-shoulder maneuver, but operations were more sweeping than ever before and required corresponding individual initiative. In this context it seems appropriate that the first Medals of Honor went to participants in the famous Great Locomotive Chase. Two dozen Union volunteers infiltrated deep into Georgia, hijacked a locomotive, and sped north, hotly pursued, while destroying Confederate railroad infrastructure en route. The chase epitomized a new way of war encompassing geographic scope, industrial primacy and individual initiative. A total of 1,522 Medals of Honor were awarded for exceptional individual Civil War gallantry. In the Indian Wars and various other expeditions and contingencies that preceded World War I, 759 awards followed. Criteria for the medal were broadly defined, encompassing a range of courageous behavior as the nation's only award for valor. Examples included saving a wounded comrade under fire, extinguishing the fuse of a burning shell and numbering among the first onto an enemy parapet.

World War I capstoned the Progressive Era, a period uncomfortable with such ambiguities and inconsistencies as the Medal of Honor theretofore represented. Seeking consistency, the War Department and Congress designed a "pyramid of honor." The Medal of Honor was at the top, followed by the Distinguished Service Cross and the Silver Star. The Silver Star was originally a device recognizing valor inserted onto a campaign ribbon, becoming a medal in its own right in 1932. An additional Soldier's Medal recognized heroism while not actually in combat, accommodating daring rescues



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Medal of Honor officers (left to right) GEN Charles F. Humphrey, GEN John M. Wilson, COL Charles H. Heyl, GEN Theodore Schwan, COL Frederick Fuger, GEN W.H. Carter and GEN A.L. Mills join LT Gordon Johnston in the East Room of the White House, where he was awarded the medal in 1910.

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that might earlier have been awarded the Medal of Honor. World War I put soldiers into combat in numbers comparable to those of the Civil War, but only 124 Medals of Honor were ultimately awarded. The Distinguished Service Cross, a new medal, was awarded to 6,185 soldiers, and the Citation (Silver Star) to an estimated 40,000. Although the number of Medals of Honor had gone down, the numbers officially recognized for valor went up. Sorting out the hierarchy of awards took time, prompting a procession of awards boards and boards of review. As late as 1923, only 90 of the eventual 124 Medals of Honor had been awarded. During World War II, the Bronze Star and the Army Commendation Medal entered the mix, falling in on the lower steps of the pyramid of honor. In both cases the practice developed of distinguishing between awards for service and awards for valor, with the latter being indicated by a "V" device.

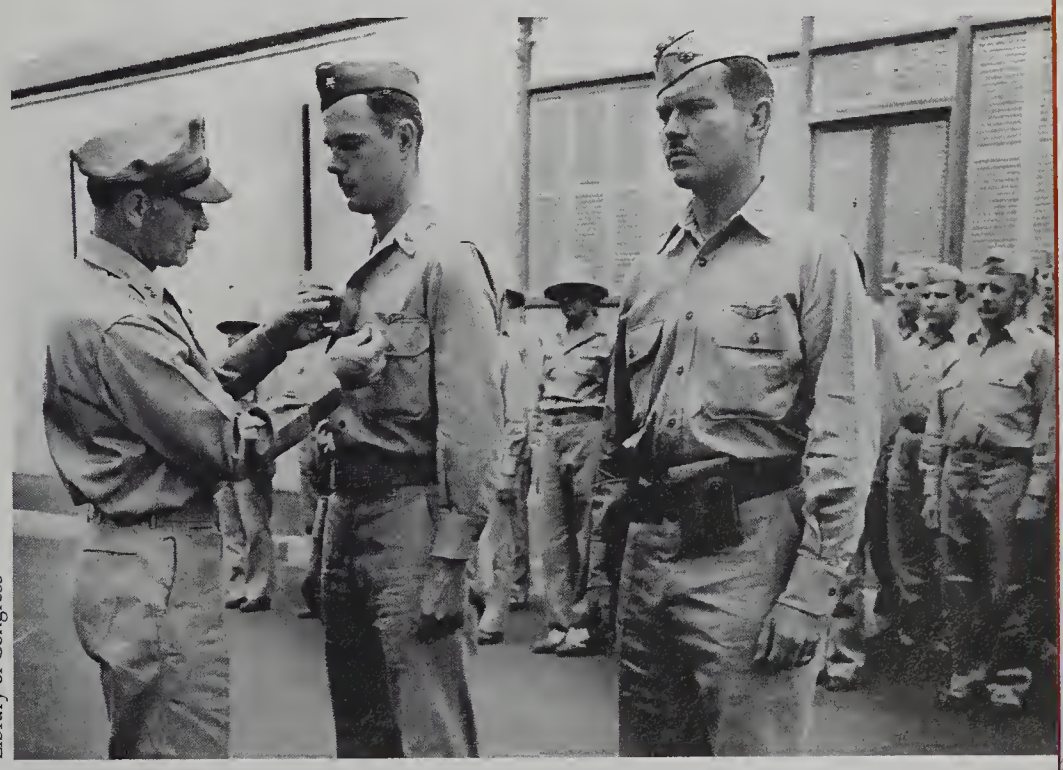
There has been some consternation expressed lately considering an apparent lack of high-level awards for valor in Afghanistan and Iraq. Whereas awards of the Medal of Honor averaged a little less than three per 100,000 servicemembers in World Wars I and II, Korea, and Vietnam, they seem to be averaging about .1 per 100,000 in the global war on terrorism. Awards of the Distinguished Service Cross are proportionally 5 percent of what they were in Korea and Vietnam. These figures are not final, of course. Since awards have been sorted out for years, even decades, after each of our previous wars, one presumes there will be such an administrative aftermath—and an increase in awards—following Afghanistan and Iraq as well. It may nevertheless be that our current crop of leaders is unduly stingy with awards. It may also be that the American way of war has entered a paradigm that requires less heroism "above and beyond the call of duty." A recurrent piece of battlefield advice is "don't be a hero." In theory, a well-equipped force with solid leadership, rigorous training and polished execution can follow through on a plan without putting anyone at exceptional risk—particularly if it considerably outclasses its adversary. In past wars, heroism above and beyond the call of duty often came into play because some aspect of a plan failed: The platoon ended up stranded under fire in a minefield, artillery didn't suppress a thicket of machine-gun nests, attacking enemy drew close enough to lob hand grenades and so on. Courage compensated when planning failed. World War II saw far more Medals of Honor per 100,000 engaged, but it also saw far more casualties per 100,000 engaged. Indeed, Iraq and Afghanistan are awarding a Medal of Honor for about every 800 servicemembers killed, whereas in World War II it was one per 1,100. If we are awarding fewer medals and burying fewer soldiers, is that not better? Our young soldiers wearing medals for valor are proof enough that when extraordinary acts of courage are required, they will still be there. ★

BG John S. Brown, USA Ret., was chief of military history at the U.S. Army Center of Military History from December 1998 to October 2005. He commanded the 2nd Battalion, 66th Armor, in Iraq and Kuwait during the Gulf War and returned to Kuwait as commander of the 2nd Brigade, 1st Cavalry Division, in 1995. He has a doctorate in history from Indiana University. His book, Kevlar Legions: Army Transformation 1989–2005, *is forthcoming.*



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Above, Secretary of War Newton D. Baker presents two Distinguished Service Crosses and 11 Distinguished Service Medals to officers and civilians in February 1920. Below, MG M.F. Harmon, commander of U.S. Army forces in the South Pacific, pins the Silver Star on MAJ Thomas J.J. Christian as MAJ Thomas H. Hubbard awaits his citation. The Silver Stars were awarded for gallantry in action in the Solomon Islands in 1942.



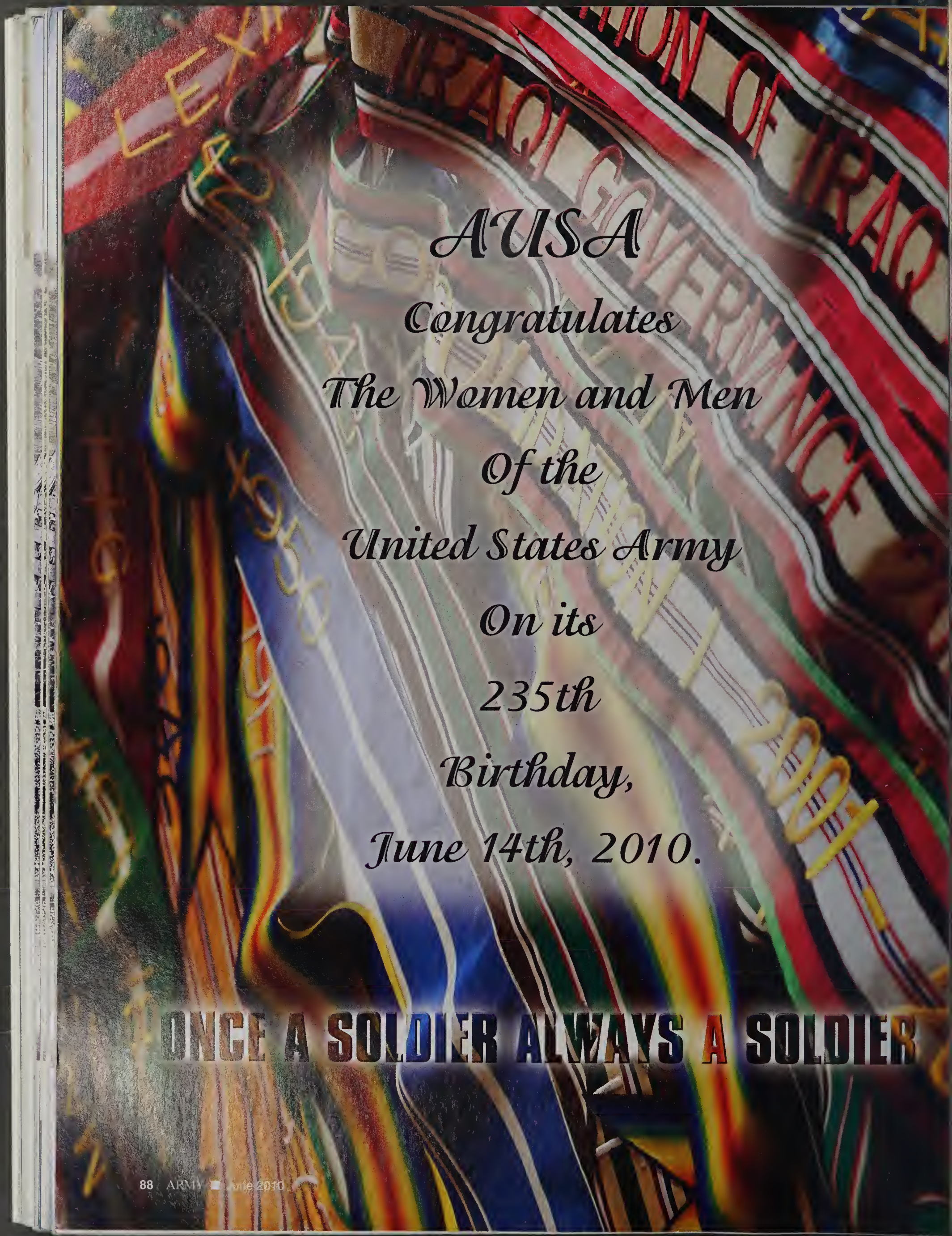
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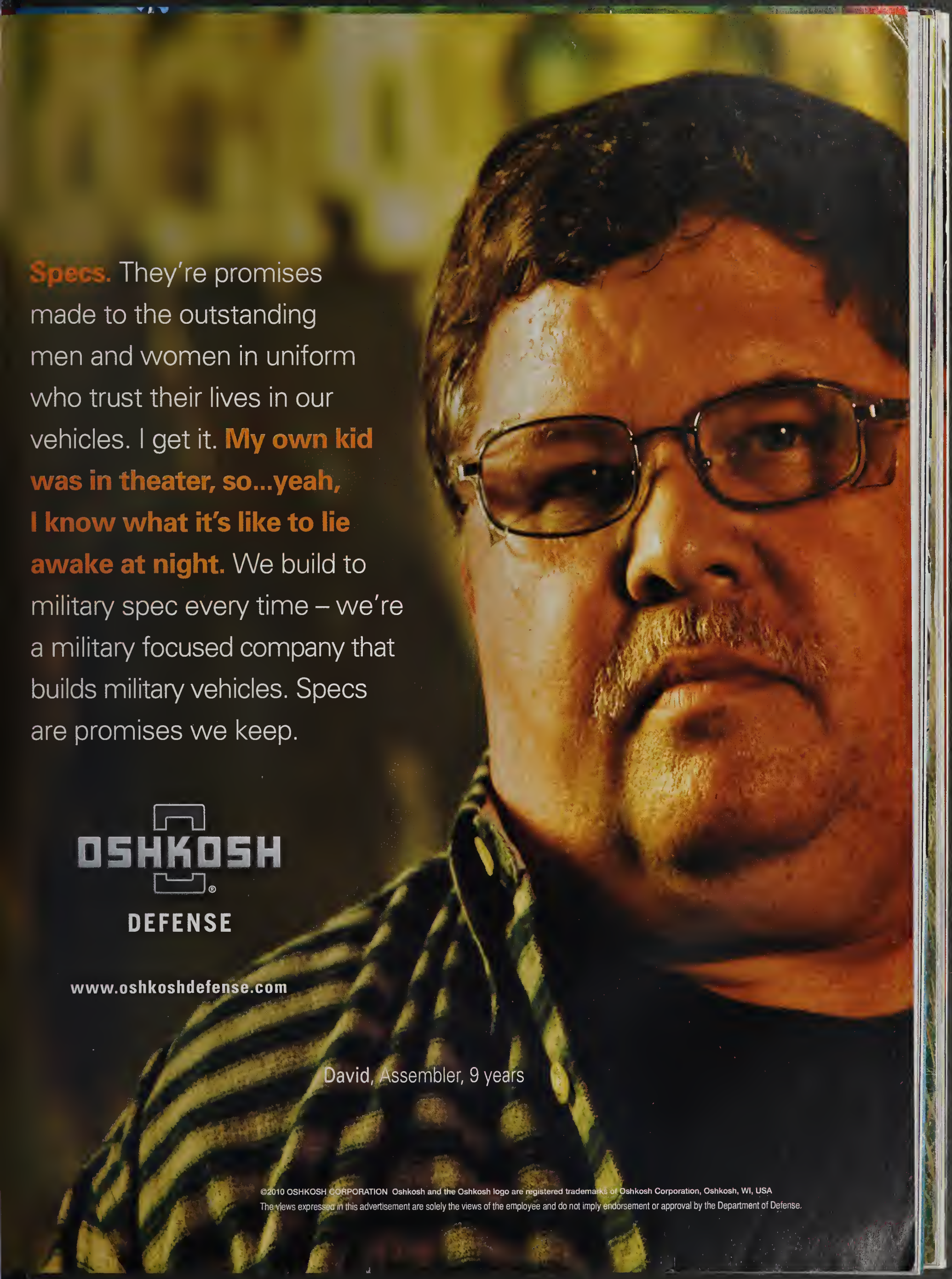
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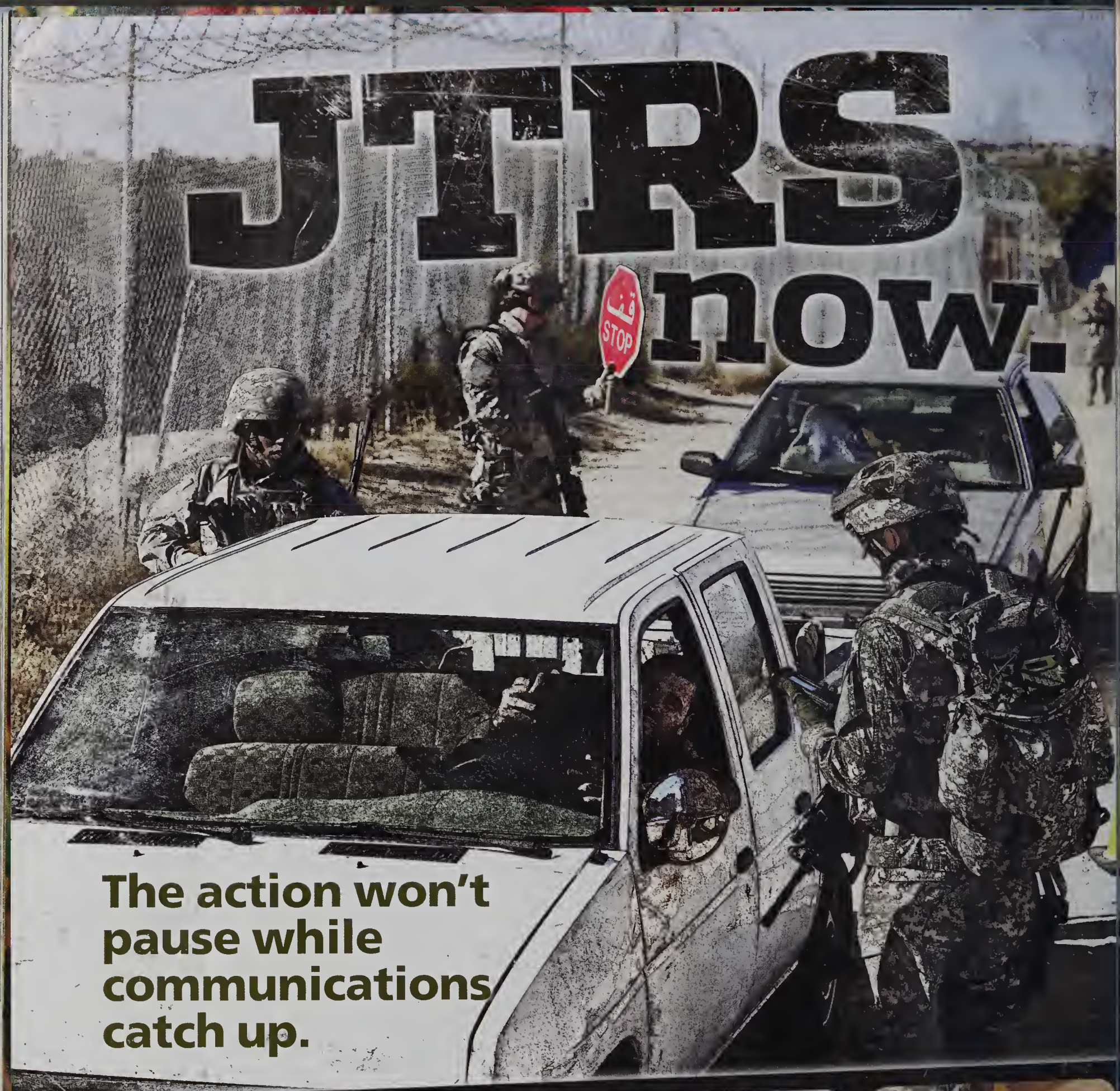
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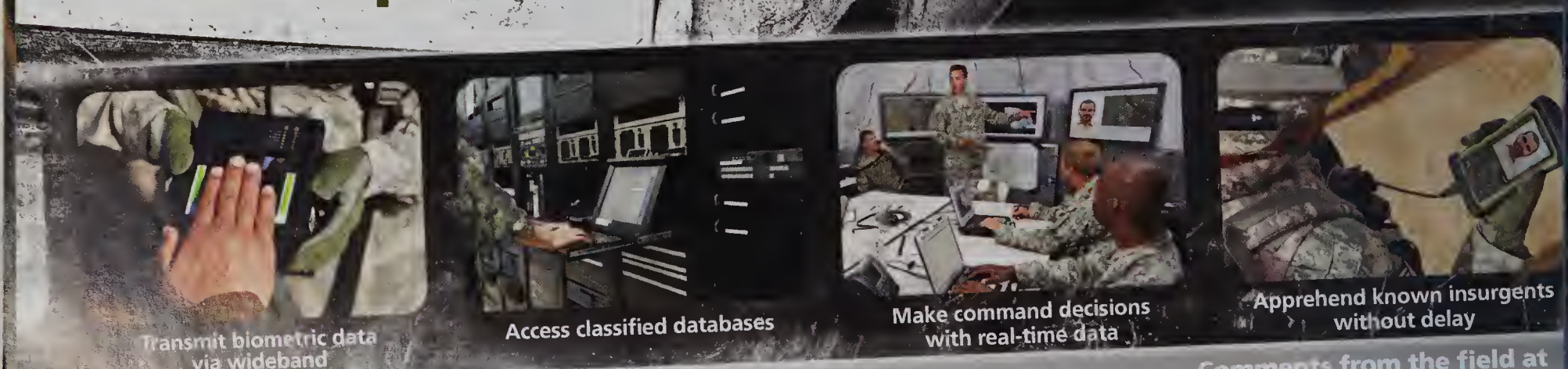


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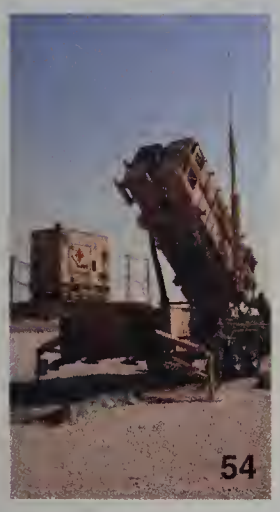
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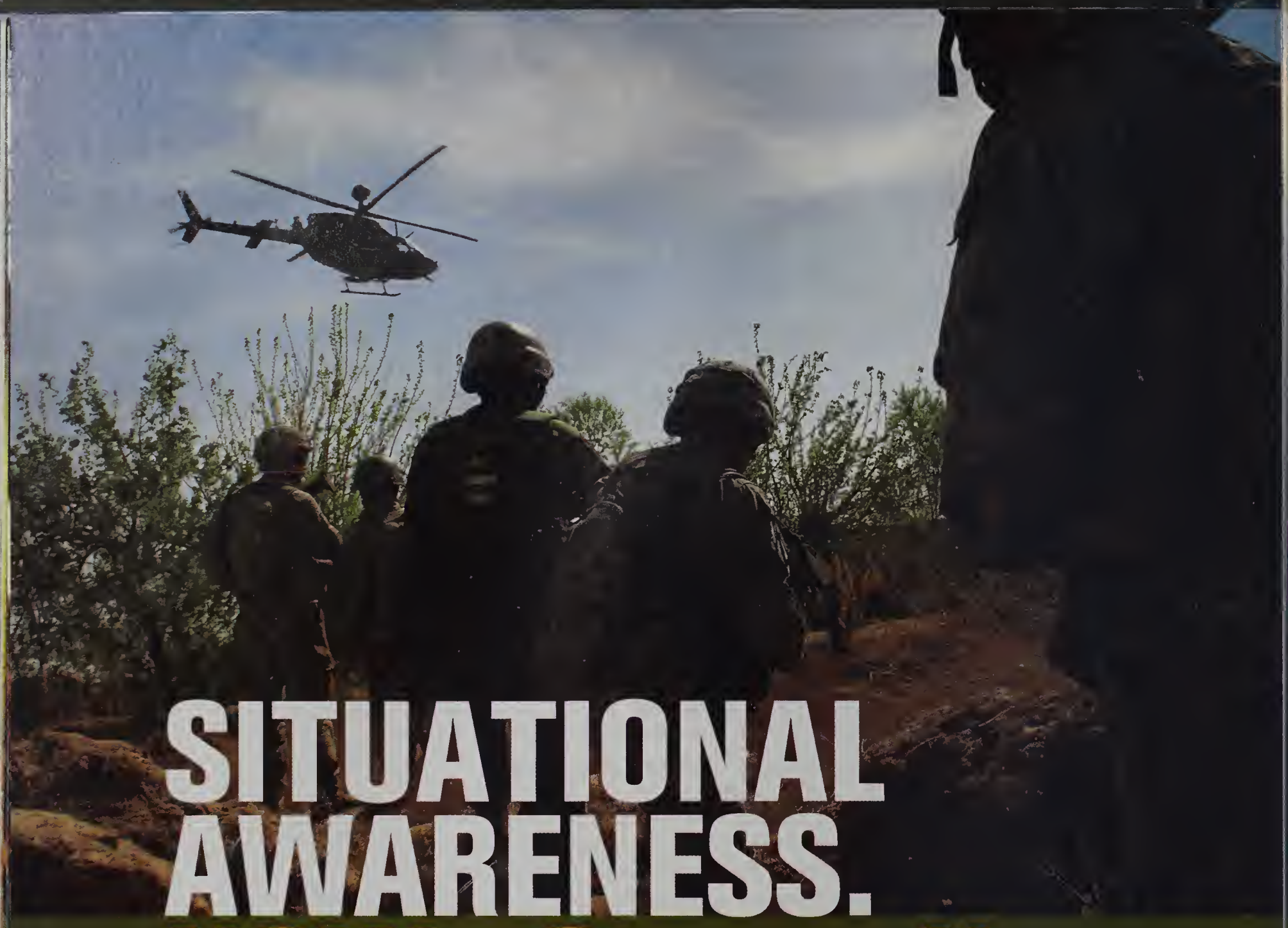
Inspired Care for the Invisible Wounds
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Letters

'Joint STARS'

■ The June feature about the Air Force's E-8C JSTARS radar plane ("Joint STARS") didn't really explain a mystery surrounding the plane's recent history. If it is such a versatile, valuable asset, why has the Air Force dragged its feet year after year in maintaining the fleet? First it decided not to integrate radar upgrades that had cost a billion dollars to develop. Then it resisted installing safer, more efficient engines—until ordered to do so by the Department of Defense. Even when the system is available in theater, its counterinsurgency capabilities seldom are applied to their full potential.

For instance, JSTARS is capable of searching broad swaths of territory for moving ground targets while simultaneously focusing in on a dozen local areas for a closer look. That flexibility seems well suited to the demands of tracking terrorists, but it is only used intermittently. The Air Force acts as though it has something newer and better waiting in the wings, but near as I can tell, it doesn't.

I hope this is not the latest example of weak Air Force support for a mission area that mainly supports troops on the ground. The service is supposed to be conducting an analysis of alternatives for preserving ground-moving-target intelligence capabilities, but if it isn't fully engaged, then warfighters could get stuck with whatever approach requires the least near-term investment. Such solutions seldom yield the best results.

Loren B. Thompson
Chief Operating Officer
Lexington Institute
Arlington, Va.

Kudos

■ As a field-grade officer in the U.S. Army, and as a student currently assigned to the U.S. Army's Command and General Staff College (CGSC) at Fort Leavenworth, Kan., I find it reassuring to monitor how ARMY Magazine continues to address topics pertinent to the contemporary operational environment. In particular, the February issue included a number of articles pertaining to future technology as well as to current operations within U.S. Central Command that were both informative and insightful.

Throughout the CGSC curriculum, students study the fundamentals of Army doctrine and address many of the opportunities and challenges inherent in planning and conducting full spectrum operations in cooperation with our joint, interagency and multinational partners. As we study the milestones of the Army force-generation cycle and various other components aligned with building, training and sustaining the force, we are able to use the articles printed in ARMY to gain additional insight into how the current doctrine and principles contained within CGSC blocks of instruction are being imple-

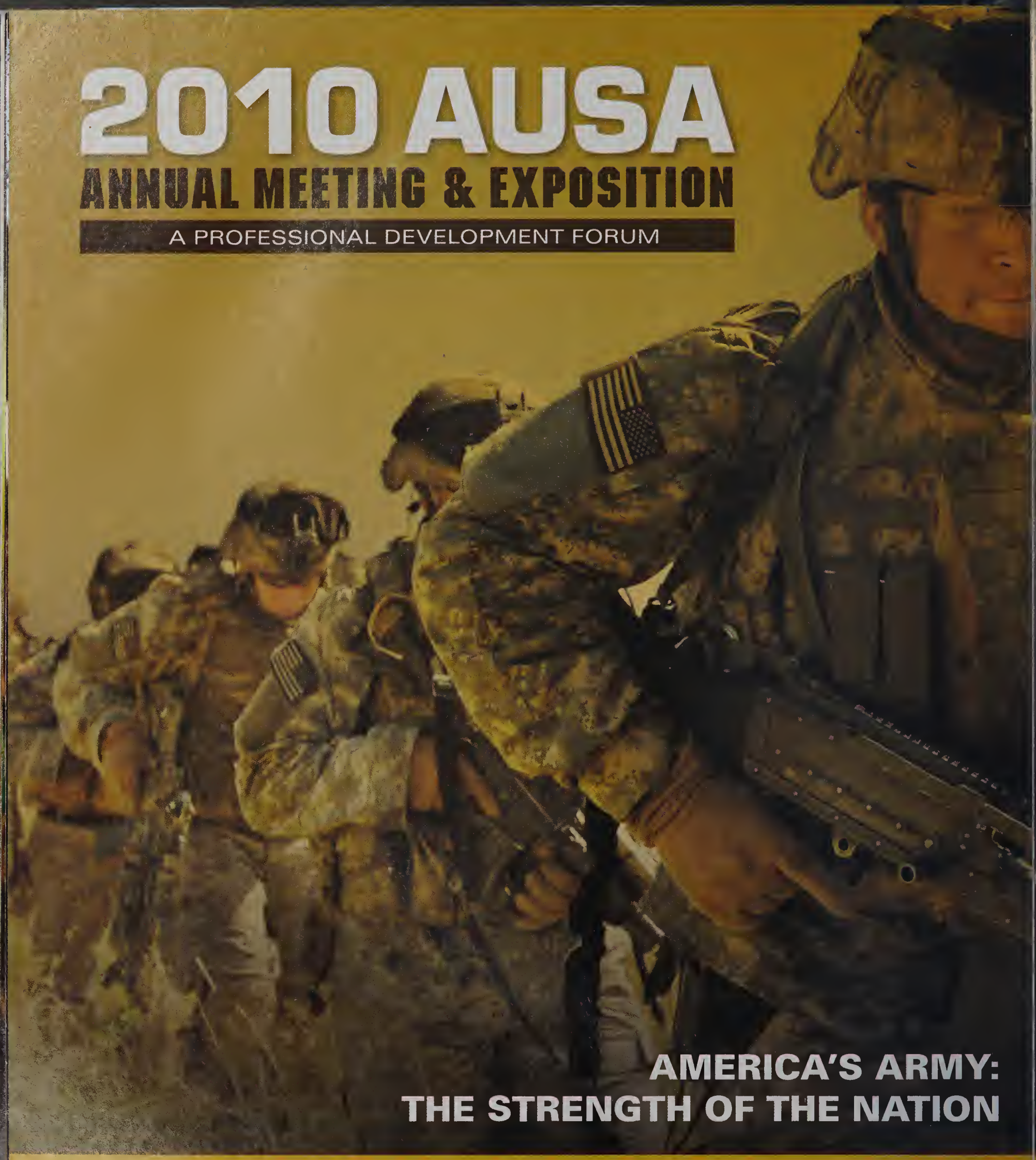


This Month's Cover

Soldiers from the Fort Carson/4th Infantry Division's mounted color guard lead the Warrior Games opening ceremony's parade of athletes at the U.S. Olympic Training Center, Colorado Springs, Colo., in May. The inaugural Warrior Games were organized through the efforts of the Department of Defense, U.S. Paralympics (a division of the U.S. Olympic Committee) and the United Service Organizations. Approximately 200 military personnel and veterans participated in the games, which included team and individual competitions. Events were held at the U.S. Olympic Training Center and the U.S. Air Force Academy. See the photo story that starts on page 30. *(Cover photograph by Dennis Steele)*

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mented throughout contemporary operations around the globe.

As an integral part of the learning environment at Fort Leavenworth, guest speakers and senior leaders from across each of the joint services and from various U.S. government interagency organizations, as well as multinational force representatives, are regularly invited to address the resident class and to interact and share both ideas and concerns related to present and future operations. These guest speakers often provide valuable insight into senior-level policy decisions that are affecting the force today and will continue to influence the force in the future.

In addition to receiving a beneficial discussion about the future organization and structure of the U.S. Army from AUSA President GEN Gordon R. Sullivan, U.S. Army retired, another recent guest speaker, P.W. Singer of the Brookings Institution, spoke with us about the equipment and capabilities of the future force, as well as about the challenges and opportunities that the robotics revolution may bring to the contemporary operating environment. Singer facilitated a discussion that paralleled many of the main points of his 2009 book *Wired For War*. One of the main points that he impressed upon our CGSC class is that the robotics revolution is already upon us. The relevant and informative articles consistently published in ARMY enable all soldiers to glean insight and gain valuable perspective on the capabilities and limitations of such recently fielded and innovative technological systems. The articles also allow us to gain an understanding of how these systems can be used to shape the operating environment in support of full spectrum operations.

For Army field-grade officers studying doctrine at CGSC and preparing to plan, execute and resource full spectrum operations in the modern common operating environment, the articles published in ARMY offer beneficial insight. I am confident that the official magazine of AUSA will continue to benefit the force in the future.

MAJ DAVID J. BURSAC
Fort Leavenworth, Kan.

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Washington Report

Congress Acts to End DADT

The U.S. House of Representatives and the Senate Armed Services Committee both approved amendments to the National Defense Authorization Act in late May that would allow the deferred repeal of the "don't ask, don't tell" (DADT) policy, which bars homosexuals from serving openly in the military.

The amendment allows the military to repeal DADT provisions 60 days after a high-level study group headed by GEN Carter F. Ham, commander of U.S. Army Europe, and Jeh C. Johnson, DoD general counsel, presents its report in December. The amendment to repeal DADT is a compromise worked out between the Obama administration, which has called for the repeal, and Congress, where Republicans generally oppose it. Democrats have been pressured to pass the measure now in case they lose their majority in the House and Senate in the upcoming midterm election.

Secretary of Defense Robert M. Gates, in a recorded message for servicemembers and their families broadcast on the American Forces Radio and Television Service and the Pentagon Channel, explained the amendments and emphasized that any repeal would not take effect until President Obama and the Chairman of the Joint Chiefs of Staff certify that DoD is ready to make the change.

"The legislative process is long and complex," Secretary Gates said. "While it appears likely that Congress will eventually change the don't ask, don't tell law, we do not expect the legislation that would do this to be presented to the President for months—perhaps not until the end of the year." Secretary Gates said that the repeal would take place only when DoD is ready to make the change "without hurting unit cohesion, military readiness, military effectiveness, and recruiting and retention." Until then, current policies and practices remain the same.

The House and Senate amendments make DoD's review of the policy even more important, Secretary Gates said, and he urged servicemembers to participate in the review process.

Fort Hood Victims' Status. The House Armed Services Committee in late May approved a proposal to designate soldiers and civilians killed in the November 2009 shooting at Fort Hood, Texas, as combat casualties. The legislation, an amendment to the National Defense Authorization Act of 2011, HR 5136, would grant all casualties of the attack the same recognition and federal benefits as soldiers or civilian employees of DoD "killed or wounded in a combat zone as the result of an act of an enemy of the United States."

The change in status would make soldiers eligible to receive the Purple Heart, while civilian employees would be eligible to receive the Secretary of Defense Medal of Freedom. In addition, the beneficiaries of those who lost their lives at Fort Hood would be guaranteed similar insurance, tax, family housing privileges and other benefits as those awarded to the beneficiaries of combat casualties. They would also be allowed to receive charitable donations from outside groups under policies established by the Secretary of Defense and Secretary of Homeland Security.



U.S. Army

One Million Hours. *Secretary of the Army John McHugh and COL Gregory B. Gonzalez, project manager, Unmanned Aircraft Systems, Program Executive Office-Aviation, inspect the Raven Small Unmanned Aircraft System during an interactive aircraft display in late May at the Pentagon. The occasion celebrated the surpassing of one million flight hours of Army unmanned aircraft systems.*

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The combat status measure was originally written by House Republican Conference Secretary John Carter, who represents the Fort Hood area in Congress. The amendment not only provides improved status to the victims of the Fort Hood attack, but also addresses similar incidents that could occur in the future.

The proposal must be attached to the Senate version of the Defense Authorization bill, be passed by Congress and be signed by President Obama to become law.

Review of Military Pay. DoD announced in May the commencement of the 11th Quadrennial Review of Military Compensation (QRMC). The congressionally mandated review of the principles and concepts of compensation for servicemembers will focus on four types of pay.

The QRMC will review compensation for service performed in a combat zone, combat operation, hostile fire area, or while exposed to hostile fire. It will also focus on compensation and benefits for reserve component soldiers as well as benefits for wounded warriors and their caregivers and survivors of fallen servicemembers. Finally, it will review pay incentives for career fields that are in high demand, such as mental health and foreign language translation.

Thomas L. Bush, a recently retired DoD senior executive, was named the executive director of the QRMC. The review must be completed within a year of its initiation, with a progress update at the six-month mark. Federal law mandates the quadrennial review of military compensation; the President determines what it will cover. In a December memo to Secretary of Defense Robert M. Gates, President Obama wrote that he selected this review's four focus areas because "the defense of the homeland and ongoing overseas operations require us to examine and determine whether compensation levels are sufficient to sustain current and future efforts to recruit and retain the right skill set and experience level."

DoD personnel have testified before Congress that military pay is competitive with that of the private sector. The regular compensation of military members, which includes basic pay with housing and food allowances and tax advantages, is higher than that of 70 percent of their comparably educated and experienced peers in the private sector. Even so, in May, the House Armed Services Committee recommended a 1.9 percent basic pay raise for fiscal year 2011, one-half percent higher than the President's budget request. In a news briefing at the Pentagon a few days later, Secretary Gates told reporters he would not recommend a presidential veto if the final defense spending bill contains that raise.

2010 National Security Strategy. The 2010 National Security Strategy (NSS) presented by the Obama administration to Congress in late May relied on collaboration and many different reviews to craft an approach that counters immediate threats facing the United States as well as those projected in the future. The strategy points to "working with key partners around the world" and "cooperation between our intelligence, homeland security and law-enforcement professionals" in U.S. efforts to dismantle and defeat al Qaeda worldwide.

The NSS states that "close to half of the 50,000 U.S. troops pledged for 2010 are now on the ground" in Afghanistan and notes that the continuing troop drawdown in Iraq "does not mean disengagement but transformation of our bilateral relationship towards greater civilian cooperation and a focus on capacity building."

Amanda J. Dory, Deputy Assistant Secretary of Defense for Strategy, fielded questions about the first Obama administration NSS on a DoDLive Bloggers Roundtable. The NSS, she told participants, is released every few years and is used to formulate the U.S. National Defense Strategy and the National Military Strategy. This review is not only built on lessons learned in Iraq and Afghanistan and the Quadrennial Defense Review, but also on the reviews of other departments and the intelligence community. A wartime national security review that benefited from interagency "crosstalk and collaboration," it emphasizes the importance of the United States' existing alliances and new partnerships and the need to build and integrate capabilities.

In addition, Dory said, this review "begins to open up beyond our traditional way of thinking about the different domains in which the United States can be vulnerable." It also addresses threats in the cyber and space domains.

Cyber Command HQ Stands Up. The Army announced in late May that it is standing up a new Army Forces Cyber Command (ARFORCYBERCOM) headquarters within the National Capital Region. The new command, which will be operational by October 1, will build on existing Army cyber resources and facilities to integrate units that now perform cyber-related missions under the operational control of ARFORCYBERCOM.

The U.S. Army Network Enterprise Technology Command/9th Signal Command (Army) and portions of the 1st Information Operations Command (Land) will be subordinate units of the new command. Cyber-related actions of the U.S. Army Intelligence and Security Command will be under its operational control.

The command will be made up of more than 21,000 soldiers and civilians, with no expected impact on Army end strength. A lieutenant general will be selected to lead the command, which will be headquartered either at Fort Meade, Md., or Fort Belvoir, Va., and existing fiscal resources will fund its establishment.

According to MG Steven W. Smith, director of the Army Cyberspace Task Force, the command's mission "is to direct the operation and defense of all Army networks, and, on order, conduct full spectrum operations in support of our combatant commanders and coalition partners."

ARFORCYBERCOM is the Army's component to the new U.S. Cyber Command, headquartered at Fort Meade and commanded by GEN Keith B. Alexander, who was confirmed for the position in May and also leads the National Security Agency.

News Call

Command Splits in Afghanistan

In late May, NATO authorized the reorganization of Regional Command (South) of the International Security Assistance Force (ISAF) in Afghanistan into two commands. Of the six provinces in Regional Command (South), which was under British command and control, two (Helmand and Nimruz Provinces) moved to Regional Command (South West).

Responsibility for the new command will rotate between the United States and the United Kingdom, with the United States initially in charge. Regional Command (South) will continue to control ISAF troops in the provinces of Kandahar, Daykundi, Uruzgan and Zabul.

Command-and-control boundaries will change within Helmand Province as part of the command split. Both British and U.S. troops in Regional Command (South) were previously under British command. As of June 1, the 1,100 forces of the British Battle Group in Helmand transferred to U.S. command. The British commander of Regional Command (South) is scheduled to leave his post in November.

According to an ISAF press release, GEN Stanley McChrystal, commander of ISAF, recommended the command change in order to optimize the command and control of a regional command that has grown exponentially, particularly in light of the anticipated influx of thousands of troops in southern Afghanistan this summer. Counterinsurgency operations at the local level should also be more effective under the new structure.

The division of responsibility between the two commands also allows a better alignment with Afghan National Army units, with about 200 corps partnered with each command. ISAF plans for Regional Command (South West) to become fully operational this summer.

German Gold. Fourteen soldiers of the 5th Battalion, 158th Aviation Regiment, 12th Combat Aviation Brigade, Katterbach, Germany, received the German Gold Cross of Honor medal in May for bravery in Afghanistan. The cross, one of Germany's highest medals for valor, is equivalent to the U.S. Medal of Honor and has never been awarded to foreigners before.

CPT Robert McDonough, CW3 Steven Husted, CW3 Jason LaCrosse, CW3 Nelson Visaya, CW2 Jason Brown,



U.S. Army/SGT Derec Pierson

Afghanistan Fires. *U.S. Army PVT Jacob Dunn, a cannoneer with 2nd Platoon, Alpha Battery, 3rd Battalion, 320th Field Artillery Regiment, fires a 155 mm round from a howitzer during a support fire mission at Forward Operating Base Boris, Afghanistan.*



U.S. Army/MSG Toby Valadie

Oil Cleanup. *Responding to the Gulf of Mexico oil spill, PVT Richard Jones of the Louisiana National Guard's 528th Engineer Battalion moves the intake pipe for a water pump that is used to inflate a Tiger Dam water diversion system near the southwest pass of the Mississippi River delta in late May. The 1023rd Vertical Engineering Company constructed a 7.1-mile barrier to prevent any possible oil from coming in to the wetlands.*

CW2 Sean Johnson, CW2 Eric Wells, SSG Travis Brown, SGT William Ebel, SGT Antonio Gattis, SGT Steven Shumaker, SPC Matthew Baker, SPC Todd Marchese and SPC Gregory Martinez received the award for their bravery in rescuing 11 German soldiers who were being attacked by insurgents near the city of Kunduz, in northern Afghanistan, in April. The crewmen landed their Black Hawk medevac helicopters and evacuated the German troops despite intense small-arms fire and rocket-propelled grenades.

GEN Odierno on Iraq. GEN Raymond T. Odierno, commander of U.S. Forces-Iraq, advised reporters at the Pentagon in early June that the drawdown of U.S. forces in Iraq is on track.

There are now about 88,000 troops in Iraq, said GEN Odierno, and he is confident he can draw down to 50,000 by September 1. Part of the reason he can reduce troop numbers is the vast improvement in the caliber and operations of Iraqi security forces. With "50,000 U.S. troops on the ground, along with 250,000 Iraqi army and over 500,000



"I thought war was hell until I had teenagers."

Army National Guard Deployments

DoD has announced the following deployments.

■ Approximately 2,700 soldiers from the 116th Cavalry Brigade Combat Team, Idaho National Guard, headquartered in Boise, Idaho, with elements in Montana and Oregon, will deploy to Iraq in September.

■ Approximately 3,500 soldiers with the 37th Infantry Brigade Combat Team, Ohio Army National Guard, are scheduled to deploy to Afghanistan in summer 2011.

■ Approximately 3,400 soldiers with the 45th Infantry Brigade Combat Team, Oklahoma National Guard, are scheduled to deploy to Afghanistan in summer 2011 to partner with Afghan national security forces.

■ Approximately 2,700 soldiers with the 1st Brigade Combat Team, 34th Infantry Division, Minnesota Army National Guard, are scheduled to begin deploying to Iraq in the summer of 2011 to replace a redeploying unit.

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Army Casualties in Afghanistan

The following U.S. Army soldiers were reported killed in Operation Enduring Freedom from May 1 to May 31, 2010. All names have been released through the Department of Defense; families have been notified.

PFC Billy G. Anderson, 20
SSG Shane S. Barnard, 38
PFC Christopher R. Barton, 22
LTC Paul R. Bartz, 43
LTC Thomas P. Belkofer, 44
SPC Jeremy L. Brown, 20
MSG Mark W. Coleman, 40
CPT Kyle A. Comfort, 27
1LT Salvatore S. Corma, 24
PFC Jason D. Fingar, 24
SPC Eric M. Finniginam, 26
SPC Denis D. Kisseloff, 45
COL John M. McHugh, 46
SGT Edwin Rivera, 28
SPC Wade A. Slack, 21
SSG Richard J. Tieman, 28
SPC Joshua A. Tomlinson, 24

Army Casualties in Iraq

The following U.S. Army soldiers were reported killed in Operation Iraqi Freedom from May 1 to May 31, 2010. All names have been released through the Department of Defense; families have been notified.

MAJ Ronald W. Culver Jr., 44
SSG Esau S.A. Gonzales, 30
SSG Amilcar H. Gonzalez, 26
SGT Anthony O. Magee, 29
SGT Ralph Mena, 27
SPC Stanley J. Sokolowski III, 26

Cole Kingseed Honored

COL Cole C. Kingseed, U.S. Army retired, has won the Army Historical Foundation's Distinguished Writing Award in the "magazine journalism" category for his article "Marshall's Men," which appeared in the December 2009 issue of ARMY Magazine. The foundation's Distinguished Writing Awards annually honor "books and articles that have made a distinctive contribution to U.S. Army history."

"Marshall's Men" addresses how Army Chief of Staff GEN George C. Marshall modernized the Army as he developed a cadre of dynamic commanders that included Dwight D. Eisenhower, George S. Patton Jr. and Matthew B. Ridgway, among others. "If the article is chosen as the winner," COL Kingseed said upon learning that he was a finalist for the award, "it is a tribute to GEN Marshall, not to me."

In a 30-year Army career, COL Kingseed served in the Infantry in a variety of assignments and commanded from platoon through battalion levels. He was professor of history and the chief of military history at the U.S. Military Academy at West Point, N.Y., before retiring from the Army. COL Kingseed received a doctorate from The Ohio State University in 1983 and a master's degree in national security and strategic studies from the U.S. Naval War College in 1992. A frequent contributor to ARMY Magazine, he is the author of numerous articles and several books, among them the *New York Times* best seller *Beyond Band of Brothers: The War Memoirs of Major Dick Winters*, which he coauthored with Winters.

"Marshall's Men" can be read in its entirety on the AUSA web site at http://www.ausa.org/publications/armymagazine/archive/december2009/Pages/default.aspx.

Iraqi police, who continue to improve, I believe we'll be able to provide the security necessary … what's different today than a year ago is the Iraqis are in the lead. We are not."

The United States had 500 bases in Iraq a year ago; by September, there will be 94. Some 18,000 vehicles have left the country, and the United States has removed more than 600,000 shipping containers of equipment. Despite some violence, security conditions are good. For the first five months of 2010, GEN Odierno said, casualties and high-profile attacks were "the lowest we've had on record," and he attributed that progress partly to the improved Iraqi security forces. In addition, he told reporters, "over the last 90 days or so, we've either picked up or killed 34 out of the top 42 al Qaeda in Iraq leaders." Violent elements still operate in Iraq, GEN Odierno acknowledged, and there are still ethnosectarian issues that need to be resolved. Al Qaeda no longer poses the biggest threat of violence, according to GEN Odierno; it comes from tribes and parties as they jockey for power.

GEN Odierno has been assigned to take over U.S. Joint Forces Command and will be succeeded in Iraq by GEN Lloyd J. Austin III, currently the director of The Joint Staff. GEN Odierno told reporters the transition would probably occur sometime within the next "three to four months or so."

Guard Seeks Eligible Soldiers. The Army National Guard is searching for thousands of soldiers eligible for Post Deployment Mobilization Respite Absence (PDMRA) compensation—pay for serving long, overseas deployments. Eligible soldiers have until October 28 to apply for PDMRA compensation.

According to COL Dennis Chapman, chief of personnel and policy for the Army National Guard, most of the Army National Guard soldiers eligible for PDMRA pay served on active duty between January 19, 2007, when the initial policy was signed, and August 18, 2007, when the Army published implementation guidelines.

Soldiers who may be eligible should check with their unit leadership or



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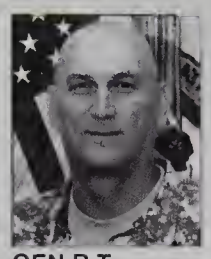
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GENERAL OFFICER CHANGES*



GEN L.J. Austin III from Dir., The Jt. Staff, Washington, D.C., to CG, USF-I, OIF, Iraq.



GEN R.T. Odierno from Cmdr., USF-I, OIF, to Cmdr., USJFCOM, Norfolk, Va.



LTG D.P. Fridovich from Dir., Center for Spec. Ops., USSOCOM, MacDill AFB, Fla., to Dep. Cmdr., USSOCOM, MacDill AFB.



LTG D.H. Huntoon Jr. from Dir. of the Army Staff, Washington, D.C., to Superintendent, USMA, West Point, N.Y.



LTG F.H. Kearney III from Dep. Cmdr., USSOCOM, MacDill AFB, to Dep. Dir. for Strategic Operational Planning Directorate, NCTC, Washington, D.C.



MG M.D. Jones from Dir. of Ops., J-3, USCENTCOM, MacDill AFB, to CoS, USCENTCOM, MacDill AFB.



MG G.F. Martin from CG, MSCoE and Fort Leonard Wood, Fort Leonard Wood, Mo., to Cmdt., USAWC, Carlisle Barracks, Pa.



MG D.J.H. Pittard from Dep. CoS, Ops. and Training, TRADOC, Fort Monroe, Va., to Senior Cmdr. for Fort Bliss, Fort Bliss, Texas.

Brigadier Generals: **L.W. Brock III**, USAR, from Cmdr., 359th Signal Brigade, Fort Gordon, Ga., to Dep. CoS, C-6, CFLCC/Cmdr., 335th TSC, Camp Arifjan, Kuwait, OIF, Iraq; **H.V. Brown** from Dep. CG (Sustainment), I Corps and Fort Lewis, Fort Lewis, Wash., to Dir. of Integration, ODCS, G-8, USA, Washington, D.C.; **K.R. Dahl** from Dep. Dir. for Ops., NMCC, J-3, The Jt. Staff, Washington, D.C., to Dep. Cmdr., 10th Mountain Div. (L), Fort Drum, N.Y.; **E.P. Donnelly Jr.** from Dep. Dir. of Strategy, Plans and Policy, ODCS G-3/5/7, USA, Washington, D.C., to Dir., Jt. and Futures, ODCS, G-8, USA, Washington, D.C.; **W.K. Fuller** from Dep. CG (Ops.), 82nd Airborne Div./CJTF-76, OEF, Afghanistan, to Dep CG, USASOC, Fort Bragg, N.C.; **A.N. Gordon-Bray** from Dep. CG., USACC, Fort Monroe, to Dep. Dir. of Ops. and Facilities Headquarters, IMCOM, San Antonio, Texas; **R.P. Palumbo** from Dep. CG, USASOC, Fort Bragg, N.C., to CG, USARAK/Dep. Cmdr., ALCOM, Fort Richardson, Alaska; **L.V. Patterson** from Dep. CG, NETCOM, Fort Huachuca, Ariz., to CG, 7th Signal Cmd. (Theater), Fort Gordon; **G.F. Perna** from Dir., J-4, USF-I, OIF, Iraq, to CG, JML, LCMC-JMC, Rock Island, Ill.; **T.J. Richardson** from Cmdr., DSCC, DLA, Columbus, Ohio, to Dir., J-4, USF-I, OIF, Iraq; **B.S. Sacolick** from Dep. CG, USAJFKSWCS, Fort Bragg, to CG, USAJFKSWCS, Fort Bragg.

■ ***ALCOM**—U.S. Alaskan Command; **CFLCC**—Coalition Forces Land Component Command; **CJTF**—Combined Joint Task Force; **DLA**—Defense Logistics Agency; **DSCC**—Defense Supply Center, Columbus; **IMCOM**—Installation Management Command; **JML**—Joint Munitions Lethality; **LCMC-JMC**—Life Cycle Management Command/Joint Munitions Command; **NCTC**—National Counterterrorism Center; **NETCOM**—U.S. Army Network Enterprise Technology Command; **NMCC**—National Military Command Center; **ODCS**—Office of the Deputy Chief of Staff; **OEF**—Operation Enduring Freedom; **OIF**—Operation Iraqi Freedom; **TRADOC**—U.S. Army Training and Doctrine Command; **TSC**—Theater Signal Command; **USACC**—U.S. Army Cadet Command; **USAJFKSWCS**—U.S. Army John F. Kennedy Special Warfare Center and School; **USAR**—U.S. Army Reserve; **USARAK**—U.S. Army Alaska; **USASOC**—U.S. Army Special Operations Command; **USAWC**—U.S. Army War College; **USCENTCOM**—U.S. Central Command; **USF-I**—U.S. Forces-Iraq; **USJFCOM**—U.S. Joint Forces Command; **USMA**—U.S. Military Academy; **USSOCOM**—U.S. Special Operations Command.*

**Assignments to general officer slots announced by the General Officer Management Office, Department of the Army. Some officers are listed at the grade to which they are nominated, promotable or eligible to be frocked. The reporting dates for some officers may not yet be determined.*

state military pay officer because they may receive credit, on average, for about 28 days, or more than $5,000.

About two-thirds of the 14,000 soldiers eligible for the compensation are still in service, and 87 percent of them have submitted applications for the pay. Some 5,000 former National Guard soldiers are eligible for the compensation, but only about 20 percent of them have submitted their packets.

The PDMRA program was established by DoD for servicemembers who were deployed longer than established dwell ratios. The dwell ratio for reserve component soldiers is one year deployed for every five years at home station, so those who served more than 12 months out of the last 72 months may be eligible for PDMRA compensation.

Originally, the policy allowed soldiers to earn administrative leave days for additional time deployed.

The policy was revised so that soldiers could apply leave days to their next deployment, but those who did not deploy again or left the Army could not take advantage of that benefit. Congress enacted legislation in the National Defense Authorization Act for Fiscal Year 2010 that authorized the services to reimburse soldiers up to $200 a day for unused PDMRA.

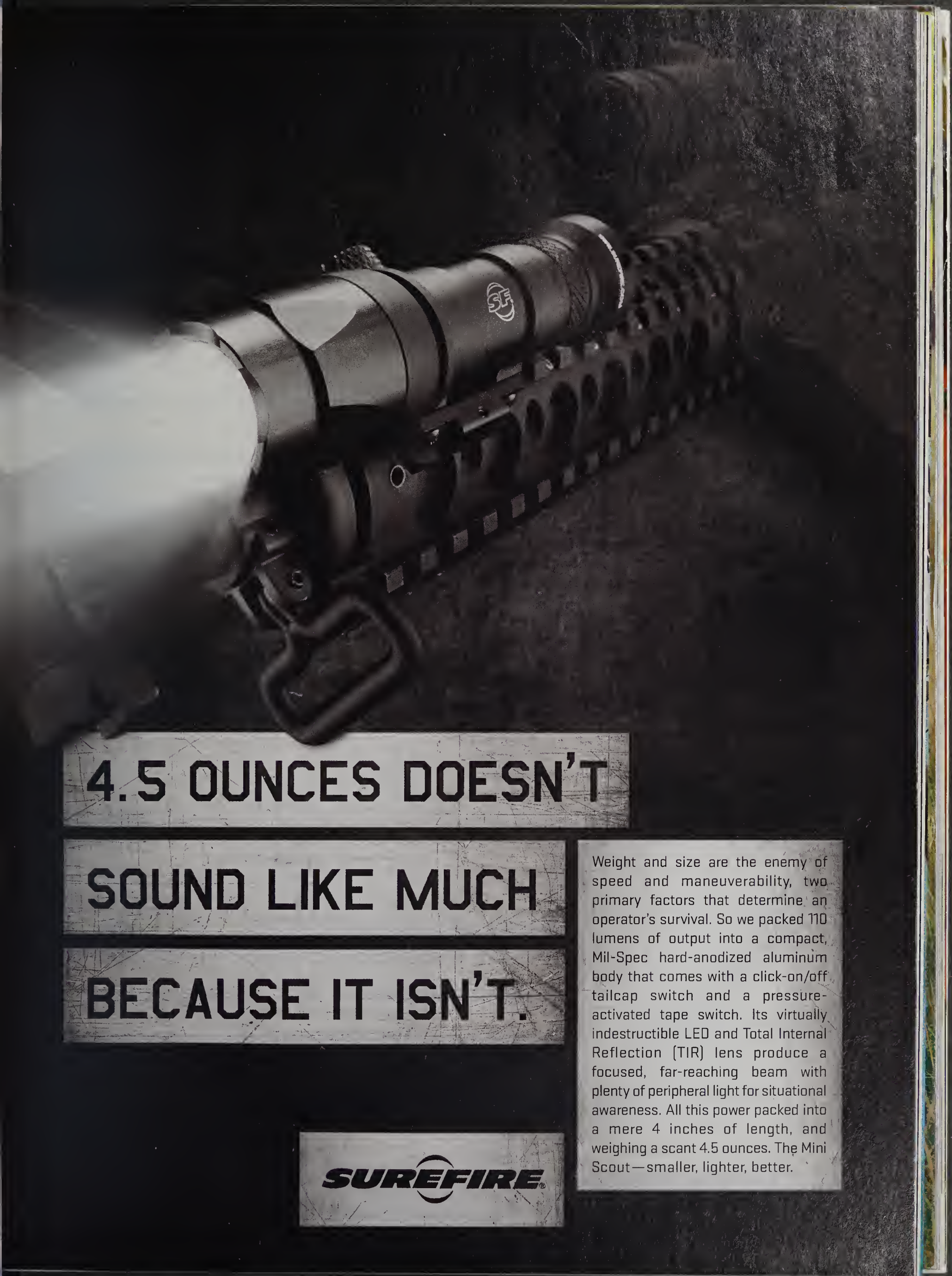
National Guard to Border. President Obama in late May authorized the deployment of up to 1,200 National Guard troops to the southwestern U.S. border as part of a comprehensive solution to immigration issues.

He noted in a White House press conference that the National Guard plan was initiated last year and was not a response to a recently passed Arizona immigration law.

The National Guard troops, in accordance with federal law, will reinforce the U.S. Border Patrol; they will not serve in direct law-enforcement roles. They can, said the President, "help on intelligence, dealing with both drug and human trafficking along the borders; they can relieve border guards so that the border guards then can be in charge of law enforcement in those areas."

The National Guard, he continued, will perform many functions that help "leverage and increase the resources available in this area."

From 2006 until 2008, about 6,000 National Guard troops participated in Operation Jump Start in Arizona, California, New Mexico and Texas, where they repaired border fence, constructed metal barriers, transported Border Patrol agents by helicopter and provided other technical, logistical and administrative support. ★



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Front & Center

An Importunate Reiteration

By GEN Frederick J. Kroesen
U.S. Army retired

The continuing flow of evidence that the Army is too small sustains its significance as a subject for attention.

Sergeant Major of the Army (SMA) Kenneth O. Preston, in testimony before a House of Representatives committee in April, stated, "The one concern or worry that keeps me awake at night is stress on the force." A more complete discussion of that testimony was presented in the June issue of AUSA News, but the prime factor affecting stress is, first and foremost, short dwell time—the time between tours in combat or other hardship areas.

The forced separation from family is primarily a married soldier's complaint, but the distress is common throughout the force with almost no one immune. Other indicators of stress that draw attention are the increased number of divorces, a climbing suicide rate, and the losses of captains, majors and midgrade noncommissioned officers. Spending 50 percent or more of one's service separated from family as well as many weeks of dwell time preparing for the next separation are not conducive to long-term commitment to an Army career. Sadly, the Army's efforts to handle such problems are programs aimed at coping, not solving. Soldiers are subjected to "resilience training," and parents, spouses and children are counseled to accept hardships that could only be alleviated by having a larger force and thus a decreased demand for rotations.

In addition to the SMA's observations, GEN Martin E. Dempsey, commander, U.S. Army Training and Doctrine Command (TRADOC), has called attention to the long-term impact of inadequately staffing TRADOC and reducing the Army's commitment to officer and noncommissioned officer education. Shortened courses, smaller faculties, and the reduction of teaching opportunities when officers and NCOs learn the doctrines of their profession are all detrimental to future intellectual competence. In addition, the long hours and demanding tempo of today's training requirements are severely straining drill sergeants and instructors, who enjoy little respite in packed training-cycle schedules.

The size of the Army has increased, but the rotational complement, the structured organizations, has remained relatively constant. Almost all of the additional personnel is used up filling spaces vacated by wounded warriors, pregnant soldiers and other nondeployable personnel retained in the service. The numbers of battalions and brigades that rotate have not increased, and the schedules for rotation are unaffected.

Unfortunately, there is no indication of future relief. In furtherance of the promises of the Quadrennial Defense Review, our national strategy will now emphasize "building partner capacity"—that is, building up the military and security forces of key allies and partners. Advisory missions and newly organized advisory and assistance brigades are being created from the existing manpower pool while our wartime commitments are not shrinking. Plans for reductions of commitments in the past nine years have never been completely executed, and there is continuing speculation that contemplated plans for withdrawing forces from Iraq and Afghanistan will have to be extended. Also, with the sudden concern regarding tensions along the Korean Peninsula and the training demands that they may entail, any increase in dwell time seems only a dream.

Conversely, an argument can easily be made that these concerns are not serious. The superb Army in the field, the continuing competence of the soldier corps and the unflagging dedication to the mission at hand validate the job satisfaction of soldiers who believe in what they are doing and are determined to finish the job. For the most part, they have been willing and able to cope. Recruiting and retention rates indicate that they may well continue their outstanding performance. Some of us observers, however, believe that we are still demanding too much from too few. □



U.S. Army/J.D. Leipold

SMA Kenneth O. Preston testifies before a House of Representatives subcommittee in April about quality of life issues, including the impact of stress on the force.

***GEN Frederick J. Kroesen**, USA Ret., formerly served as Vice Chief of Staff of the U.S. Army and commander in chief of U.S. Army Europe. He is a senior fellow of AUSA's Institute of Land Warfare.*

Did They Forget?

By LTG James M. Dubik
U.S. Army retired

In reading this essay, I was reminded of an experience I had as the Army's Chief of Staff. I was visiting my counterpart in Pakistan. He raised the issue of Pakistani officers being educated in U.S. Army schools—a practice that had a long history, but had been discontinued by the Pressler Amendment as a way to protest the Pakistani nuclear program. My counterpart's position was that this was strategically shortsighted. He asked for my help in reversing the American position. I tried but was unsuccessful. Of course, he was right. Our position was shortsighted; how useful would 20 years of U.S./Pakistani officer relationships be today in our fight against al Qaeda, the Taliban and their affiliates? I am wondering if we might now fall prey to similar strategic shortsightedness in our approach to ending our involvement in Iraq.

—GEN Gordon R. Sullivan, USA Ret., President, Association of the U.S. Army

The final phases of the Iraqi theater of war may be playing out over the next several years. When historians write this chapter of the war, will the title be "Did They Forget?"

Regardless of one's position concerning the war in Iraq, the fact is that blood, sacrifice and treasure—of Iraqi, American and coalition countries—have brought us to a point where a slow end to the insurgency may finally be in sight. But wars do not end by themselves, and a "better peace" does not just emerge. Every aspect of war is tough, but perhaps none is tougher than war's end, when all sides are weary, will wanes and other crises demand attention. These conditions seem applicable to where we are with respect to Iraq. What needs to be done now is the hard and sometimes contentious work necessary to elicit peace from the ambiguous conditions that could yet have any number of unsatisfactory results. This means that the United States, primarily but not exclusively, and the Iraqis stay involved with one another.

Bringing about a better peace that would bring dignity to the sacrifices made requires hard work in at least three areas.

Diplomatic. The tendency may be to lighten the grip on the diplomatic steering wheel and claim: "Iraq is a sovereign country; let Iraqis work out their own accommodations." Iraq *is* a sovereign country. The status of forces agreement and the strategic framework agreement—as well as America's compliance with these agreements and Iraq's acceptance of responsibilities as they are transferred—all demonstrate



solemn recognition of that sovereignty. Recognition of sovereignty does not mean diplomatic disengagement, however.

Iraq is still a fledgling democracy. History shows us how fragile democracies can be in their initial formation. An American—and potential coalition partner's—"hands off" approach now would be tragic for Iraq's future, and ours.

The collective voice in the set of recent elections—local, provincial and national—suggests that most Iraqis support a pragmatic government that increasingly delivers public goods and services on a more equitable basis, regardless of religious sect, tribe or geographic area. This voice, however, can still be stifled by postelection power politics. America's diplomatic engagement, and that of our former coalition partners, ought to insist that the voice of the Iraqi people is heard. Our firm, yet respectful, position is important. If we shy away from the essentiality of our role because we have defined success as "pulling out," then some other regional player will fill the void. The diplomatic efforts of the United States and other coalition partners during the surge's counteroffensive were huge; they ought to be equally huge now.

Iraqi leaders know that the government they form must be inclusive, but the forces of diffraction are still strong among some factions in Iraq. These forces could still reemerge and deny Iraqis the opportunity to live in conditions of increasing peace and prosperity, conditions they—and we—have paid an enormous price to create. They need (and, when you talk to them privately, want) help, provided in the right ways: respectful, not domineering; offered as partners, not neocolonialists; and delivered emphatically or indirectly as the case may require. This is the stuff of good diplomacy.

Economic. Unemployment in Iraq is unacceptably high, and it has been that way for too long. High unemployment in a country where an insurgency is waning—but still present—is dangerous. Our hard-fought-for experience tells us that the unemployed are more easily swayed to conduct a terrorist act or support those who do, just for the money.

Ending Iraq's insurgency requires aggressive economic development. Yet such development is clearly not taking place. There have been some positive developments in the oil sector, but the oil, industrial, agricultural, power production and construction sectors are growing glacially.

Certainly the global economic situation is difficult, but equally certain is this: We must help accelerate Iraqi economic growth. If we do not, the likelihood of a reemergence of the insurgency increases.

Not only is Iraq trying to formulate its own brand of democracy while continuing to suppress an insurgency, but it is also doing so while recovering from multiple decades of operating as a command economy. Combine these challenges with years of war and sanctions, years of exodus of managerial experience, and years of little education or development of managerial expertise that is relevant in a market economy, and



the enormity of the economic task becomes clear. The American Embassy in Iraq, with those of our former coalition partners, should join forces with whatever new government emerges in structuring the multiple, aggressive executive and legislative actions needed for economic development.

Aggressive economic development in Iraq is possible; Iraq is a country that has a lot going for it. It sits upon one of the largest oil reserves in the world; the air, road and rail infrastructure in Iraq is substantial; and Iraqis are a smart, hardworking and entrepreneurial people. These are the necessary raw materials for successful economic development. What Iraqis need is continued engagement and assistance from the United States and other countries. We ought to be asking ourselves, "What can we do in this developmental period to make it lucrative for American businesses, and those of other like-minded partners, to operate in Iraq?" Implementing a solution to this question would bolster U.S. business and our sagging economy as well as put more Iraqis to work, thereby reducing the pool of potential insurgents and increasing the probability of long-term stability and a better peace in Iraq.

We fought and sacrificed to get to this position; we should now continue the "fight" diplomatically and economically to take advantage of this position.

Security. The insurgency is not over, as recent attacks indicate. In addition to suppressing this insurgency, Iraq faces four major security tasks, all of which would be difficult to execute by even a stable government and under ideal conditions.

First, the police, judiciary and penal systems must shift from being confession-based to being evidence-based. This fundamental societal transformation has already begun, but it will be years before it is sufficient. Since June 2006, the quality of the Iraqi police has improved noticeably, thanks mostly to the leadership of Minister Jawad al-Bolani, the leaders he has gathered in the Ministry of Interior, and the slow and often dangerous work of his department of internal affairs. The Ministry of Justice and the former coalition's judicial task force efforts have also had impressive results.

This work has only laid the foundation for the decade of improvements that must follow, however. Training, educating and protecting lawyers, judges and investigators; reestablishing an adequate system of law schools; creating secure court and forensic facilities; drafting appropriate legislation and regulations; and expanding the internal affairs capabilities from national to local levels—all are necessary for long-term stability, all contribute to drying up the insurgency and all will take time. Each area, furthermore, requires appropriate help from those nations interested in Iraq's future.

The military forces must also make a transformational shift. The force that the Iraqis and the Coalition have built in the past six-plus years is primarily an internal security force, one needed to counter the insurgency. This is as it had to be. Starting in 2007, however,



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the Minister of Defense saw that he would have to slowly change his military from a counterinsurgency force to one capable of defending Iraq's borders. The modernization and reorganization necessary to sustain the counterinsurgency and create a foundation for the future self-defense force, however—one that would not threaten its neighbors but would be able to protect Iraq's borders (air, land and sea)—are necessarily long-term and complex, and beg for an equally long-term strategic partner.

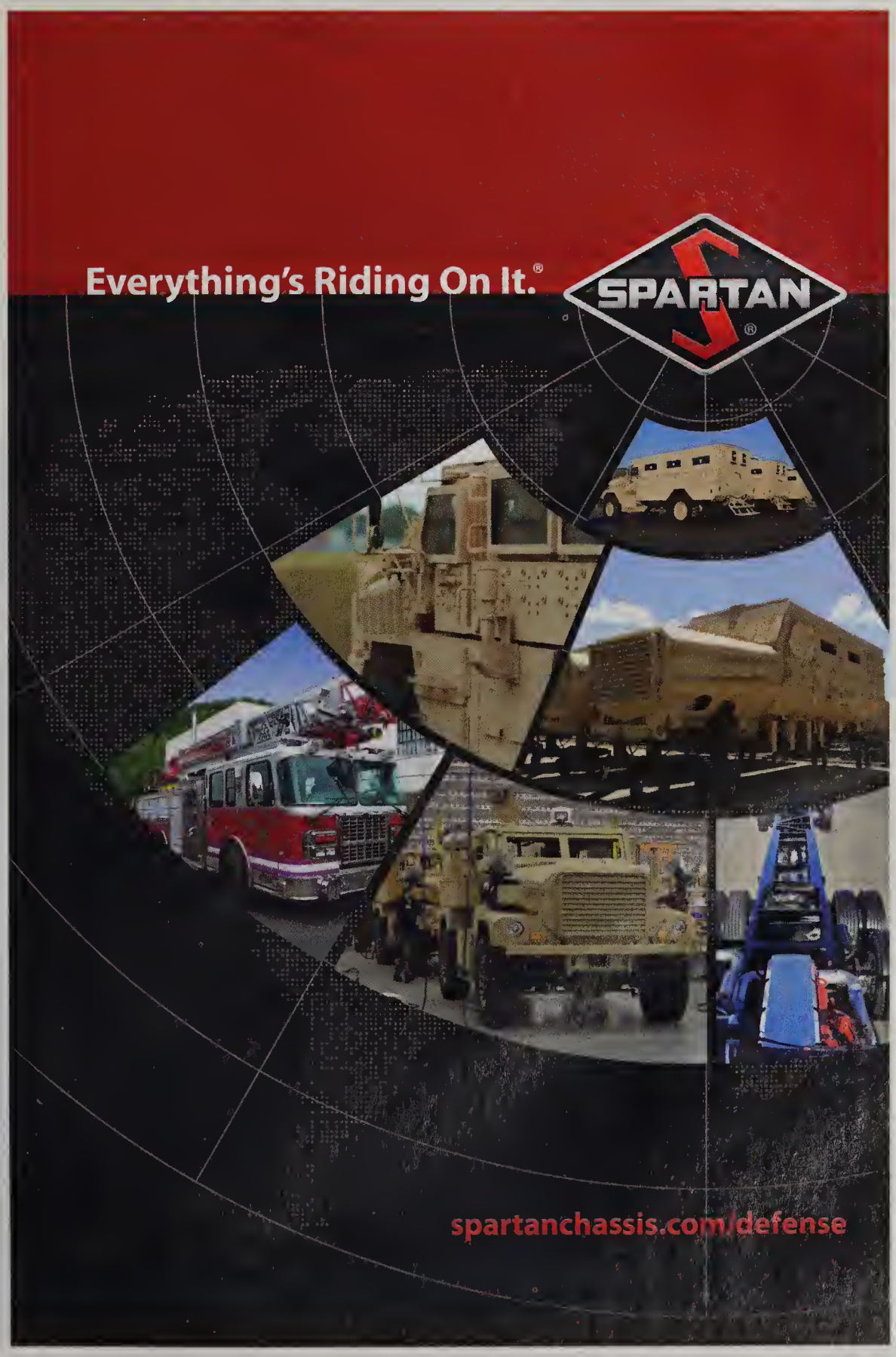
The Iraqis want to buy American defense equipment, and they want to adapt what they have found impressive within our military to theirs. Purchasing our equipment is difficult, however, because the United States has not granted Iraq "dependable undertaking status," which allows a country to purchase our equipment through the Foreign Military Sales program and pay over time, as that equipment is delivered. Currently, Iraq must place 100 percent of the cost of an American equipment purchase up front, into a special U.S. bank account. This requirement works against both our long-term economic and strategic interests as well as those of the Iraqis, for it almost forces Iraqis to look elsewhere for the equipment they intend to buy.

Adapting American military practices to fit the Iraqi military is also in both of our long-term strategic interests. Such adaptation will take time, will have to leverage the extensive U.S./Iraqi relationships built in combat, and will require continued and extensive engagement between the United States and Iraq.

These shifts would be difficult by themselves, but there are two others. The police and military must continue their paths to become fully professionalized forces, and the ministries of interior and defense must structure a common blueprint that gradually moves most internal security functions from defense to interior.

Both forces know that reaching the desired levels of professionalization will require iterative improvements that result from repetitive training and education; exchange programs with the United States, NATO and others; constant organizational, procedural and institutional improvements; aggressive leader selection and development programs; and quality assurance programs at every level. In my discussions with senior military, police and civilian security sector leaders, they acknowledge these requirements. They also understand themselves. They know that left to their own devices, they do not have adequate institutional depth or organizational habits to implement and sustain such transformational programs. They know that they need our continued involvement; we should recognize it, too.

Finally, separating forces, an inherently difficult task, is made more so because insurgents are still active and police forces alone are insufficient to provide security in some parts of Iraq. Iraq's military will be involved, and properly so, with internal security for some time to come. As in many nations, such military involvement in what, to Americans, are "routine internal security affairs" may ultimately





U.S. Army/SFC Tyrone C. Marshall

A tripartite force of Iraqi army, police and Peshmerga soldiers and their U.S. counterparts receive last-minute instructions before an air assault launching from Contingency Operating Location Cobra, in Salah ad-Din Province, Iraq, in late April.

become an enduring requirement.

I know that both ministers have discussed a plan. The Iraqi Ministry of Interior, for example, has built, continues to train, and is constantly reforming and improving its paramilitary police (the former National Police, now Federal Police) to act as a bridge between local police and military force requirements. This force is modeled after the Italian *Carabinieri* and is a necessary police force in Iraq. But discussing a plan, writing and approving a plan, and executing that plan are three separate—though related—tasks. The roles, missions, responsibilities and procedures for force separation as well as the timing, conditions, and command-and-control arrangements necessary to successfully separate forces will be complex, will contribute to overall security and a sense of normalcy—if executed well—and will benefit from continued U.S. (and international) assistance.

Post-hostility actions—diplomatic, economic and security—have as much to do with winning a war as does fighting. In Iraq, we are in yet another transition period, a time to strengthen our diplomatic, economic and security assistance efforts. The Iraqis, our former coalition partners and the United States have sacrificed much. In U.S. terms alone, the cost has been in thousands of lives, tens of thousands of wounded, a substantial toll to marriages and families, and hundreds of billions of dollars. Our actions now are equally as decisive as those of the surge period; they should be just as carefully coordinated and aggressively executed. As the final chapter of the Iraqi theater of war closes, what we do now will determine whether history titles it, "Did They Forget?"—forget how to end a war and create a better peace, and forget the sacrifices made to get us to this point. □

***LTG James M. Dubik**, USA Ret., is a former commander of Multi-National Security Transition Command-Iraq and a senior fellow of AUSA's Institute of Land Warfare.*



Program Woes Risk Crippling the Field Artillery

By Richard Hart Sinnreich

An op-ed by David Brooks in the May 7 *New York Times* contains an interesting and disturbing comment. Entitled "Leading With Two Minds," the editorial is a generally complimentary commentary on the Army's intellectual transformation from an institution focused on defeating a similarly armed and equipped enemy to one imbued with a counterinsurgency mind-set.

"There are still gaps," writes Brooks, "but now when you talk to soldiers, you see that the counterinsurgency doctrine has been bred into their bones." He then adds, "Now some say that the approach codified at Fort Leavenworth has become so dominant that it is actually stifling innovation."

They're right, and for proof we need look no further than Fort Sill. In fact, Brooks specifically cites the post as an example, noting that "a course at [the] artillery school at Fort Sill in Oklahoma was shut down because the students, back from Iraq, knew more than the instructors."

It wouldn't be the first such occasion. During the late 1960s, officers returning from Vietnam to attend the career course at Fort Sill often rebelled against what they were being taught in the classroom. Certain that a year or two in Vietnam had made us experts, we saw no reason to behave like ignorant pupils.

We may not have been ignorant, but we were anything but expert. During the Vietnam War, the field artillery developed serious tactical and technical shortcomings. It took years to repair them—indeed, some would argue that we never entirely recovered the confidence of our supported-maneuver brethren.

Today the problem is much worse. Operating under theater rules of engagement more suitable to the Lawton [Okla.] Police Department than to an army at war, today's artillerymen, when they are not driving trucks, guarding perimeters or conducting foot patrols, confront restrictions that largely deprive indirect fire support of its tactical utility.

Whether or not this self-imposed restraint will have the intended effect of diminishing popular support of Afghanistan's Taliban insurgents remains to be seen. So far … the evidence at best is mixed.

What's more worrisome is the potential effect of the transformation Brooks describes on the mind-set of the young officers who will be tomorrow's senior artillerymen and who may someday confront not insurgents for whom small arms and IEDs are the weapons of choice, but rather a



technically and tactically advanced regular or hybrid enemy.

That, of course, was exactly what the heirs of Vietnam encountered in the first Gulf War and during the early days of the second. Fortunately, we had been given 15 years to get our act together.

Even then, there were problems. Apart from the multiple launch rocket system, the artillery's weapons had changed little since Vietnam. The 155 mm M109 howitzer, on which close fire support largely depended, was the upgraded version of a cannon first deployed in 1963. The 8-inch howitzer was even older, based on a design originally fielded by the British in World War I.

Recognizing that U.S. artillery was falling behind potential adversaries, after the first Gulf War, Fort Sill began a serious effort to rethink future fire support. Two of the most important programs to emerge from that effort were Crusader, an advanced replacement for the M109, and NetFires, an innovative "rockets-in-a-box" system designed to furnish highly responsive precision fires without being tied to any single mobility platform.

What since has happened to both programs is additional evidence of the preoccupation with low-intensity conflict that now dominates the Army's—indeed, the entire Defense Department's—thinking (it's also a commentary on program mismanagement, not least by Fort Sill, but that's a different column).

Crusader, of course, was killed in 2002 by then-Defense Secretary Rumsfeld. Its successor, the so-called nonline-of-sight cannon, died last year with Defense Secretary Gates' cancellation of the vehicular portion of the Army's Future Combat System.

Compelled to continue relying on the venerable M109, Fort Sill has developed still another product-improvement program. It has been reported, however, even that will affect only 18 weapons a year until 2017. Hence, should another war erupt between now and 2020, the Army's close-support artillery will depend largely on a 60-year-old cannon.

NetFires is an even sadder story. In May, the Army recommended cancellation of the program, claiming poor test performance and excessive cost. In fact, sources close to the program report that a recent analysis of fire-support requirements concluded that the purpose of the weapon—to destroy heavy mobile or stationary targets—no longer exists, a startling assertion.

Recently, I noted in this space that our record at predicting wars doesn't inspire the confidence that would justify intentionally unbalancing the force. If what's happening to the field artillery is any guide, however, that sort of tunnel vision is exactly what we're getting. □

***Richard Hart Sinnreich** writes regularly for* The Lawton *(Okla.)* Sunday Constitution. *This article originally appeared in the May 9, 2010* Lawton Constitution *and is reprinted by permission of the author.*

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The Eyes Have It

By CSM Jimmie W. Spencer
U.S. Army retired

One of the more somber developments within the post-9/11 Army is the unacceptably high suicide rate among the troops. As you might well imagine, Army leadership is doing everything in its power to stop this. Some of our very best and brightest professionals are devoting a great deal of time and resources to solving the problem, a problem that I will admit to you that I don't understand.

Why someone would take his or her life has always been a mystery to me. How a soldier could lose all hope and believe that the only answer to the problem is suicide is beyond me. What I do know about suicide is that in most cases warning signs are present. There are changes in behavior that, to the trained observer, offer clues that something is amiss. In the Army, that trained observer is the first line supervisor, a sergeant.

The first line of defense is a noncommissioned officer, a sergeant or a staff sergeant charged with responsibility for the care of soldiers, and a more senior NCO in an overwatch position. Every soldier in America's Army has a sergeant whom he or she works for and reports to from the first day of basic training to retirement.

The most lethal and frustrating threat that soldiers deployed in both Iraq and Afghanistan face is the improvised explosive device (IED). The IED is a relatively simple weapon that is very difficult to defeat. It is a weapon that, in all of its variations, has been used in battle for centuries. America's Army has employed some very sophisticated technology to detect and disarm it before it can take its toll in casualties. One of the most successful weapons used to defeat IEDs is a high level of situational awareness—the human eye.

Spotting IEDs requires a vigilant noncommissioned officer who is alert, observant and focused on the surrounding area. An NCO looks for changes in the environment, something—anything—that has changed or just does not look right—a pile of trash that has been disturbed, dirt that has been recently turned, empty sidewalks normally filled with pedestrians. NCOs train their soldiers to be observant on the battlefield, and they correspondingly know that this is serious business; lives depend on their powers of observation. A sharp eye may save a life, and that life just may be theirs.



ARMY Magazine/Dennis Steele

The sharp eye of an NCO—like SSG Michael Johnston, 2009 U.S. Army Drill Sergeant of the Year—can be the first line of defense in saving a soldier from suicide.

Poets tell us, and I believe it is true, that our eyes are the windows to our souls. I believe that is true because, for more than 230 years, NCOs have looked into the eyes of soldiers, looking for change, looking for something that was not there the day before. NCOs look into the eyes of soldiers, deciding who needs a pat on the back and who needs a pat on the butt to get them moving.

The same observation skills developed and fine-tuned in combat are just as important to NCOs between deployments. The ability to look soldiers in the eye and see their souls is a traditional NCO skill. NCOs have always had the ability to see things that others don't, and that allows them to fix little problems before they become big problems.

I am not an expert in suicide prevention, and I don't have the answer to the problem. What I do know is that at the most critical point in the events leading to a soldier's decision to commit suicide, we rely on the least experienced, least trained member of the chain of command, the first line supervisor, to sound the alarm. And I am not convinced that our junior NCOs know and understand just how powerful and important this leadership skill is in the prevention of suicide.

Close observation is a skill that soldiers and noncommissioned officers have developed and employed in combat and that I am not sure is given the same level of importance in noncombat situations, including among the more senior NCOs charged with encouraging, coaching and further developing this traditional NCO skill. This is important, and a life may hang in the balance. □

CSM Jimmie W. Spencer, USA Ret., is director, Noncommissioned Officer and Soldier Programs, at the Association of the U.S. Army.

Land Disputes in Afghanistan: Implications for the Warfighter

By CPT Jonathan Pan and Gabriel Grau

Beyond the most obvious examples, the June offensive into Kandahar in southern Afghanistan will produce a number of issues that center exclusively on landownership and occupation. Displaced families will move onto someone else's land; combat outpost expansion in support of the campaign's "hold and build" phases will require proper land management; and reliance on the Taliban to resolve land disputes will further the image that the government is inept and corrupt. The changing nature of the Kuchis from nomads into a stationary population will complicate the issue even more.

A 2009 U.S. Army white paper noted that "the men who are in most direct competition with one another also tend to have land plots that share borders—borders that, in the absence of any good system of surveying and land law, are the cause of many violent negotiations." It is no wonder, therefore, that southern Afghans often choose to resolve land disputes through the Taliban shadow government's *sharia* court, which is effective, timely and transparent; indeed, too often other solutions do not seem to exist.

Three decades of war have caused successive regimes to issue new land deeds that lead to unclear ownership and displacement of people from their land. This problem is compounded by the fact that farmland is limited and, with Afghans' relatively short life expectancy and a disorganized and unrecognized legal registration system, succeeding generations inherit smaller and smaller parcels of land. As U.S. military strategy has shifted toward counterinsurgency, today's warfighter must be well-versed in the basics of land management and legal processes in Afghanistan.

Land Types

Land in Afghanistan is classified under two types: agricultural land and municipal land. Agricultural land is under the administrative jurisdiction of the Ministry of Agriculture, Irrigation and Livestock (MAIL). This land includes grazing, forested, irrigated, nonirrigated and settled land in rural areas as well as agriculturally classified land in municipalities. An agricultural property office, called an *imlak*, is supposed to be located in each provincial district or *woluswali*. *Imlak* offices have maps of the area under their jurisdiction. Some *imlaks* have maps from the cadastre survey completed several decades ago. *Imlaks* also have other maps and sketches at the parcel level and information on parcel ownership. MAIL is now in the process of establishing the Afghanistan Land Agency (ALA), which will administer all government-owned agricultural land. The purpose of ALA is to lease government-owned land. (ALA is not yet functioning.) Harakat, an Afghan nongovernmental organization (NGO) that implements all of the United Kingdom's assistance to Afghanistan, is working on the internal design and management of the ALA.

Municipal land, which is mostly urban, is under the administrative jurisdiction of a municipality. A municipal property office, called a *Malkiat-ha*, is located in each district of a municipality. (For example, there are 22 municipal districts in the municipality of Kabul.) Municipal districts are under the administrative jurisdiction of the department of *Malkiat-ha* of a municipal government, such as Kabul City. Like *imlaks*, *Malkiat-has* have maps, some sketches of land tracts, information on the ownership of parcels of land and information on buildings on those parcels.

Legal Processes

The supreme court in Kabul administers all national courts. There is an appeals court in each provincial capital city. Below that is a primary court in each municipal and provincial district. Primary and appeals courts are responsible for drafting and issuing land titles throughout the country. Each appeals court has a *makzhan*, which is a storage area usually within the same building as the appeals court, for the long-term storage of legal land documents prepared by the courts within a province. *Makzhan* administration is handled by the appeals court. *Makzhans* are of central importance for verifying ownership and recording deed transfers, but are only archives; they have no authority or power. *Makzhans* also regularly house property documents from the primary courts. The U.S. Agency for International Development (USAID) digitalized 80 percent of all titles in the country through upgrading *makzhans* in a program called Land Titling and Economic Restructuring in Afghanistan (LTERA). The Afghanistan Land Consulting Agency, an NGO spin-off from LTERA, was recently hired by the United Kingdom's Department for International Development to complete the remaining 20 percent.

National Cadastre

The Afghanistan Geodesy and Cartography Head Office (AGCHO) is the only officially recognized repository for Afghanistan maps and land surveys. Unfortunately, AGCHO's information is 30 years old and covers only about 30 percent of the country. Of the six divisions within the AGCHO (metadata, geodetic survey, cadastral survey, large-scale survey, policy planning, and geography and topography), the cadastral survey division affects the warfighter the most.

The cadastral survey division is responsible for reestablishing a system of cadastre in Afghanistan in support

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of land titling and land management based on a regime of law and order. Currently, deeds do not include any map sketches, parcel identification or information based on locality. One example of a typical land deed (direct translation from Pashto) is indicative of the vagueness of land deeds in Kandahar Province.

> In the north side of Arghandab District by the names of Anjaran Kariz and Mohammad Omer Kariz, there are a thousand jeribs of agricultural land under cultivation. In the east side, we Haji SOJ, son of Haji SAK, are attached with SNK, son of Haji SAK. The Char Kolba village and some aqueducts are located in the west side. Ghata Monara and the aqueduct Bolan are located in the north side. The big mountain of Khakrez and attached highway located in the south side is in our control.

Without grids or maps, it is no wonder there are land disputes.

The Dominance of Customary Deeds

A preliminary examination of legal property deeds (prepared in District 2 Primary Court in Kabul) indicates that only eight legal property-sale deeds were prepared by the court in the previous 11 months. This is a very low number, especially for being in Kabul. Further analysis indicates that the legal application of property deeds has all but ceased, the result of more than 10 years of mismanagement of the property system by the Taliban. Today the main causes are confusion regarding how the system works, the ease of the traditional system and high fees charged by the government to register sales (this has recently changed with LTERA support).

In rural areas, property sales are documented through customary—rather than legal—deeds. This practice supplants legal deeds in urban areas as well. In villages, the buyer and seller usually conduct their property-sale transactions in private. Afterward, they ask their *malik* (chief of the village or community), *mullah* (a village-level religious leader and preacher) or another important person in a village to write a statement verifying that the transaction occurred. All three parties sign this document. Generally, the *malik* or other important person does not charge a fee for this service, but often a buyer and seller give them small gifts as tokens of gratitude. In Afghanistan, this document is referred to as a "customary deed." A customary deed contains a description of the parcel location, the names of adjoining owners on the north, south, east and west boundaries of the parcel, the size of the parcel, the sale value, and the buyer's and seller's identities. The legal system does not currently recognize a customary deed as sufficient evidence of a property ownership transfer, but it does have strong local value for documenting that a transaction has occurred and that the transaction is acceptable locally. USAID and the World Bank are in close communication with the supreme court of Afghanistan in an attempt to legalize these documents. Recently, the supreme court expressed interest in doing so.

Thus far, it seems that most provincial reconstruction teams (PRTs) and task forces have similar issues, all of which concern land-use and land-ownership conflicts within and between communities. USAID is introducing a new project called Land Reform in Afghanistan (LARA), one of the major components of which will be responding to the needs of the field. LARA's activity design states that: "LARA will provide training on land-use and landownership conflict resolution to provincial and district GIRoA [Government of the Islamic Republic of Afghanistan] officials, PRT personnel, RC [regional command] personnel, members of the U.S. Armed Forces, and community elders on an as-needed basis. LARA will also provide direct assistance with conflict resolution to villages and rural communities upon request by USG development and military personnel in the field. These services will reduce opportunities for insurgent infiltration and improve the perception of the GIRoA in areas where its presence is limited." A full office in the city of Lashkar Gah in Helmand Province likely won't be realized until August. Conflict resolution teams, however, should be able to deploy as needed soon after award.

Realities of the South

After almost a year of operating and traveling in Kandahar Province, we have dealt with various land issues, but we've never seen agricultural or municipal property offices, cadastres or any court systems. Neither has the local population mentioned any of these entities. For land issues involving the International Security Assistance Force (ISAF), the most common transaction is an Afghan power broker-mediated land dispute. For instance, an Afghan border police commander in Kandahar conveniently knows the proper landowners for ISAF-related projects.

Afghans seem to settle land issues among themselves through violence, the Taliban court system and, as a last option, the district government. A district governor in Kandahar was recently accused of charging a fee for mediating land disputes that eclipses even that of the Taliban shadow court system. Perhaps it is time to add "economical" to the list of benefits of the *sharia* court. Clearly, the warfighter must take extra precaution in dealing with land issues. □

CPT Jonathan Pan *is the economic development officer for Task Force Stryker, currently deployed in southern Afghanistan.* ***Gabriel Grau*** *is a strategic planner in USAID's Office of Economic Growth. He will manage the upcoming Land Reform in Afghanistan project.*

The views expressed in this report are solely those of the authors and do not necessarily reflect the official policy or position of the 5th Brigade, 2nd Infantry Division (Task Force Stryker); the International Security Assistance Force; the Department of the Army; the Department of Defense; the United States Agency for International Development; or the U.S. Government.

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The Warrior Games

Photographs by Dennis Steele

The inaugural Warrior Games, held in Colorado Springs, Colo., brought together approximately 200 competitors representing all services for a series of events at the U.S. Olympic Training Center and U.S. Air Force Academy. Hosted and administered by the U.S. Olympic Committee's U.S. Paralympics division, team and individual competitions included seated volleyball, wheelchair basketball, archery, cycling, swimming, air rifle and pistol shooting, and track and field events. The games were organized through the efforts of the Department of Defense, U.S. Paralympics and the United Service Organizations.

Service teams were proportionally allocated slots for the games, and participants were drawn from the ranks of currently serving wounded, injured and ill warriors—in the Army's case, particularly from soldiers in Warrior Transition Units—and veterans.

BG Gary H. Cheek, the Army's assistant surgeon general for warrior care and transition, said, "The number one thing I asked [participants] to do was to take this flame, this Olympic torch, this spirit it has brought to them … back to their comrades who are also recovering and moving forward and light that spark in them—get their comrades back into life and into physical activity." That, he said, will have a great impact on veterans in treatment and recovery programs.

Army team member Robert Brown (center, wearing black) sprints toward the finish line in a Warrior Games race. Track and field events were held at the U.S. Air Force Academy outside Colorado Springs, Colo.



Top and right, members of the Army team march into the U.S. Olympic Training Center's plaza during the opening ceremonies of the Warrior Games.





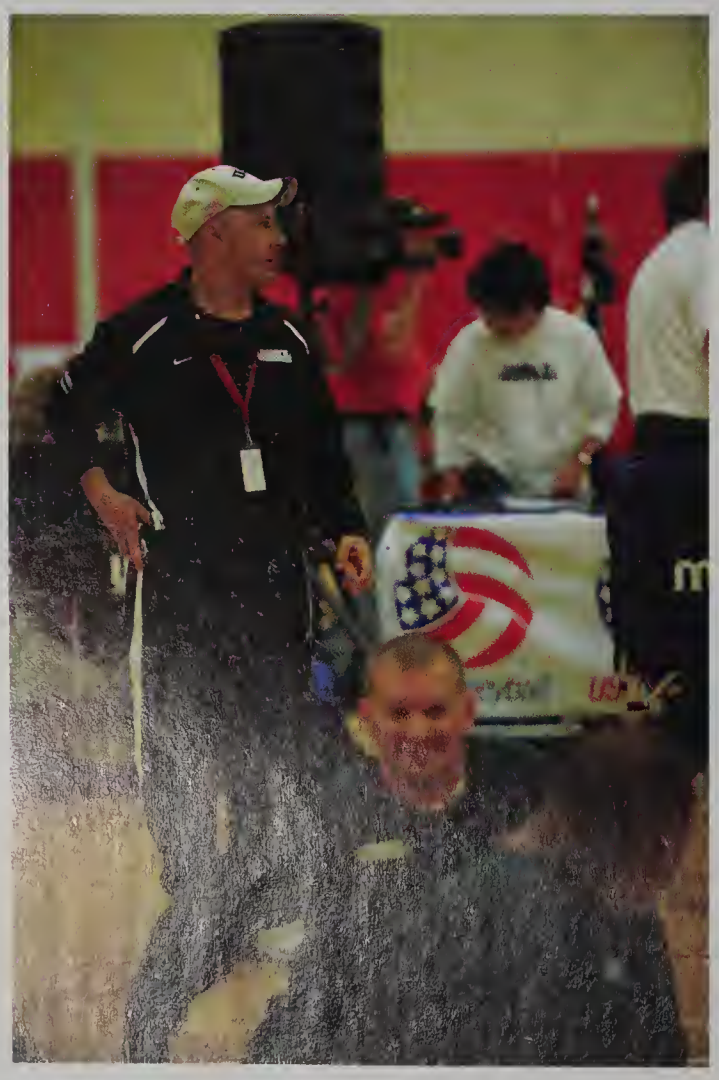
Navy veteran and National Football League Hall of Fame member Roger Staubach lights the Olympic flame for the Warrior Games.



Members of one of the Army seated volleyball teams cheer as another Army team scores.

Members of an Army seated volleyball team gather on the court to discuss tactics before a match.





Top, Robert Price serves. Bottom left, MSG Clark Stone from the Fort Campbell, Ky., Warrior Transition Unit coaches one of the Army seated volleyball teams.



Army volleyball player Kisha Makerney waits for a serve.


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Zachary De La Cruz prepares to serve.

Army wheelchair basketball team member Gerald Coffey sets up for a free throw.



Craig Smith eyes a shot as he maneuvers through the Navy squad.

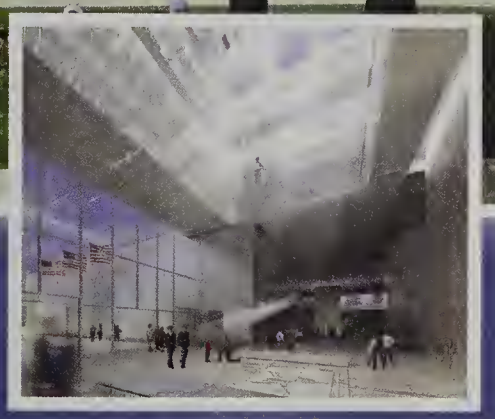


COMING SOON

THE ARMY'S NATIONAL LANDMARK.







Conceptual renderings as of August 2009.

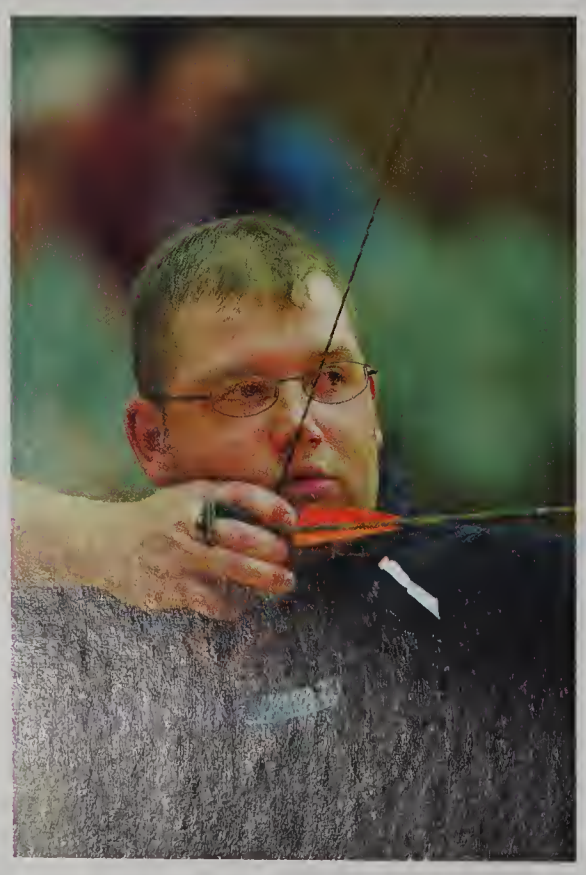
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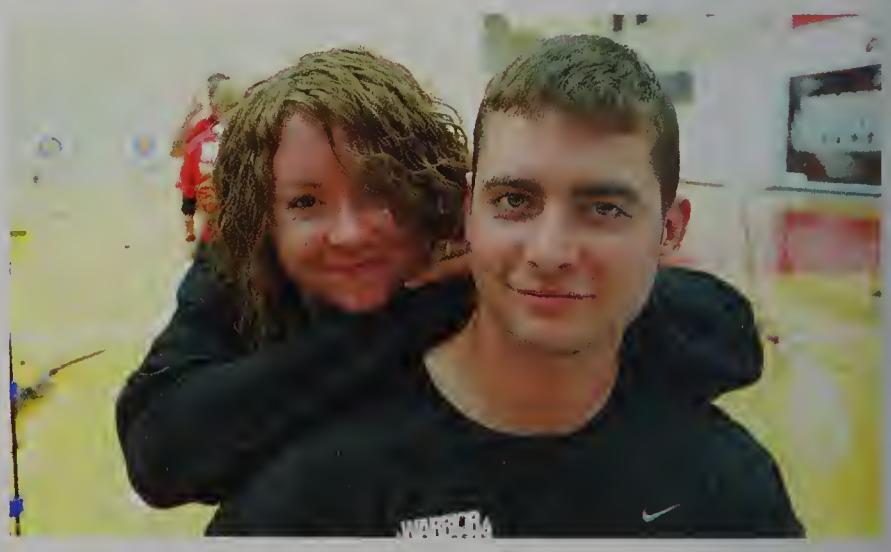






Jeffrey Anderson takes aim.

Above, archers on the shooting line during competition. Right, Daniel and Marqua Biskey watch as Daniel's arrows are scored. Marqua served as Daniel's coach and cheerleader at the Warrior Games. Daniel lost a leg to a mine in Afghanistan while serving with the 5th Brigade (Stryker), 2nd Infantry Division.



WE ALL SERVE



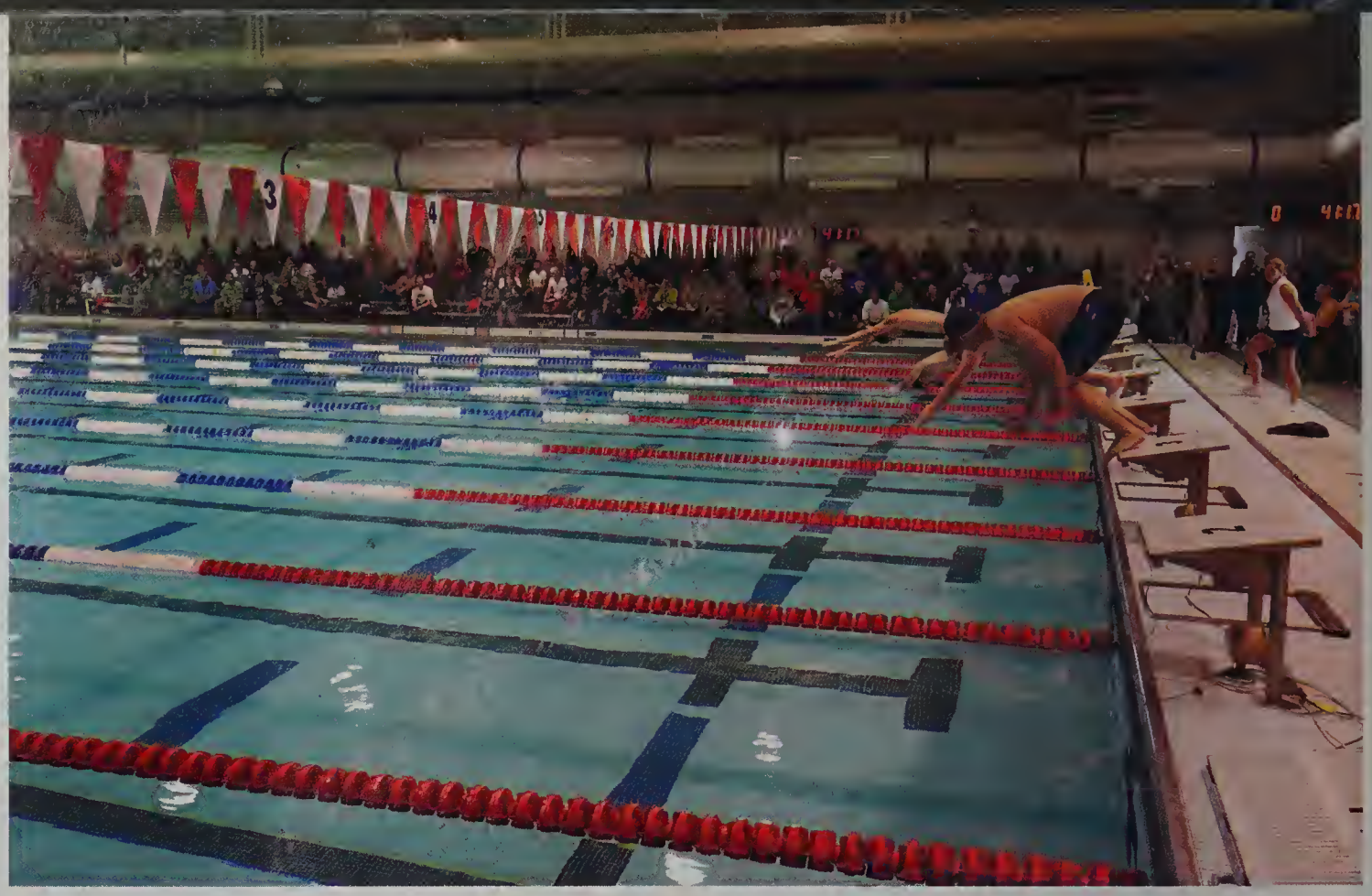
BOB BARRETT, VICE PRESIDENT OF HAWAII BASED COASTAL WINDOWS WITH EMPLOYEE AND U.S. ARMY RESERVE SERGEANT MICHAEL ECHIVERRI.

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Swimmers dive into the pool during competition at the U.S. Olympic Training Center.



A competitor splashes down his lane during a breaststroke heat.

Below, Rachelle Renaud, from the Fort Hood, Texas, Warrior Transition Unit, competes with the Army swimming team. Bottom right, Rachelle's grandmother, Nancy Spence, holds a sign for Rachelle during the opening ceremony.





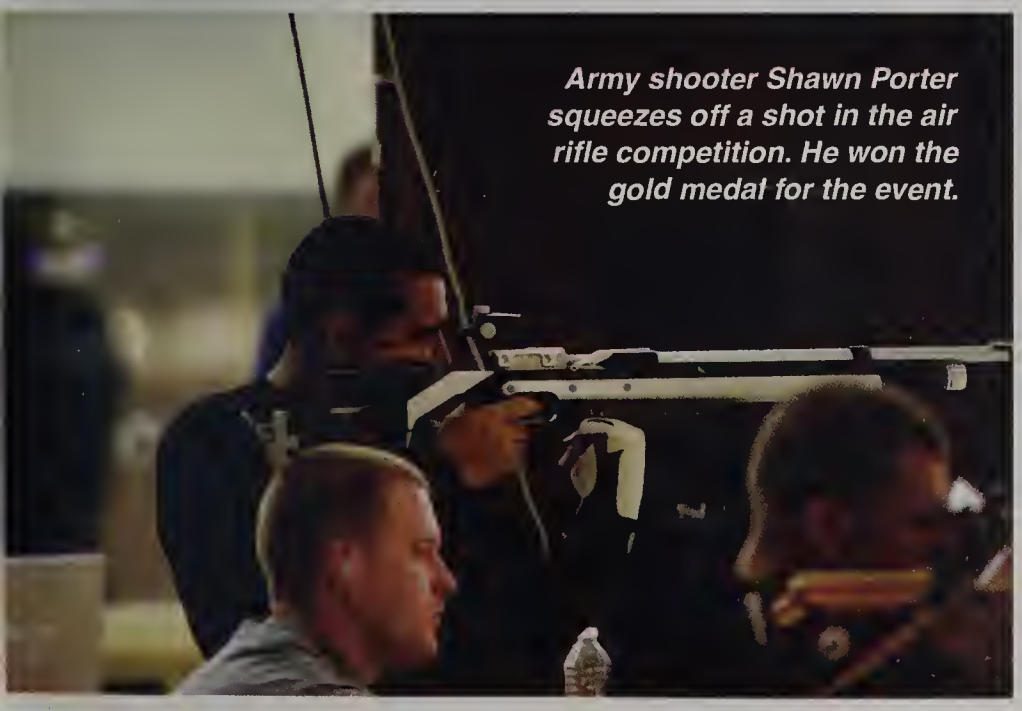


An Army shooting team member pauses for reflection before a match.





Left, Army shooters compete in the air pistol event. Above, targets hang in the Olympic training facility range. Below, computerized scoring results for each shot are displayed on a screen. The U.S. Army Marksmanship Unit trained members of the Army shooting team at Fort Benning, Ga., to prepare them for the Warrior Games.



Army shooter Shawn Porter squeezes off a shot in the air rifle competition. He won the gold medal for the event.



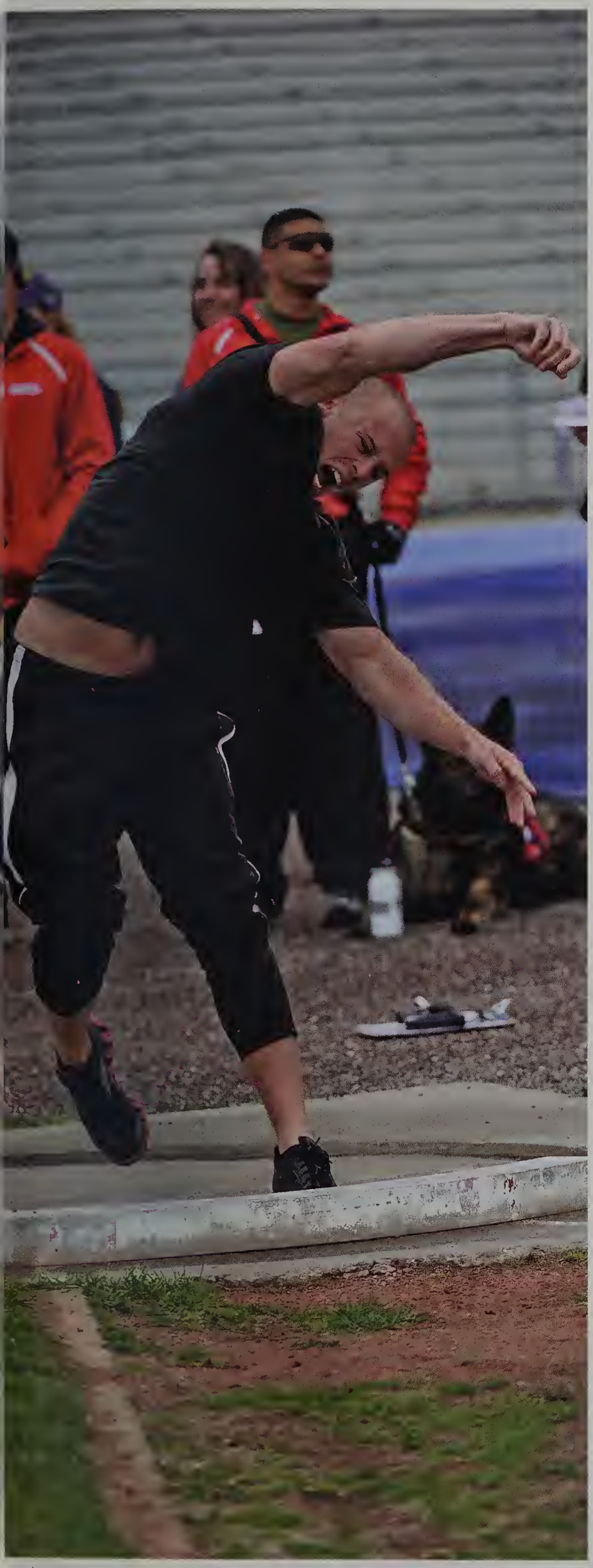
Alfredo Delossantos crosses the finish line during one of the cycling events. It snowed on the day of the cycling competition.



Delossantos smiles while being interviewed after his event.

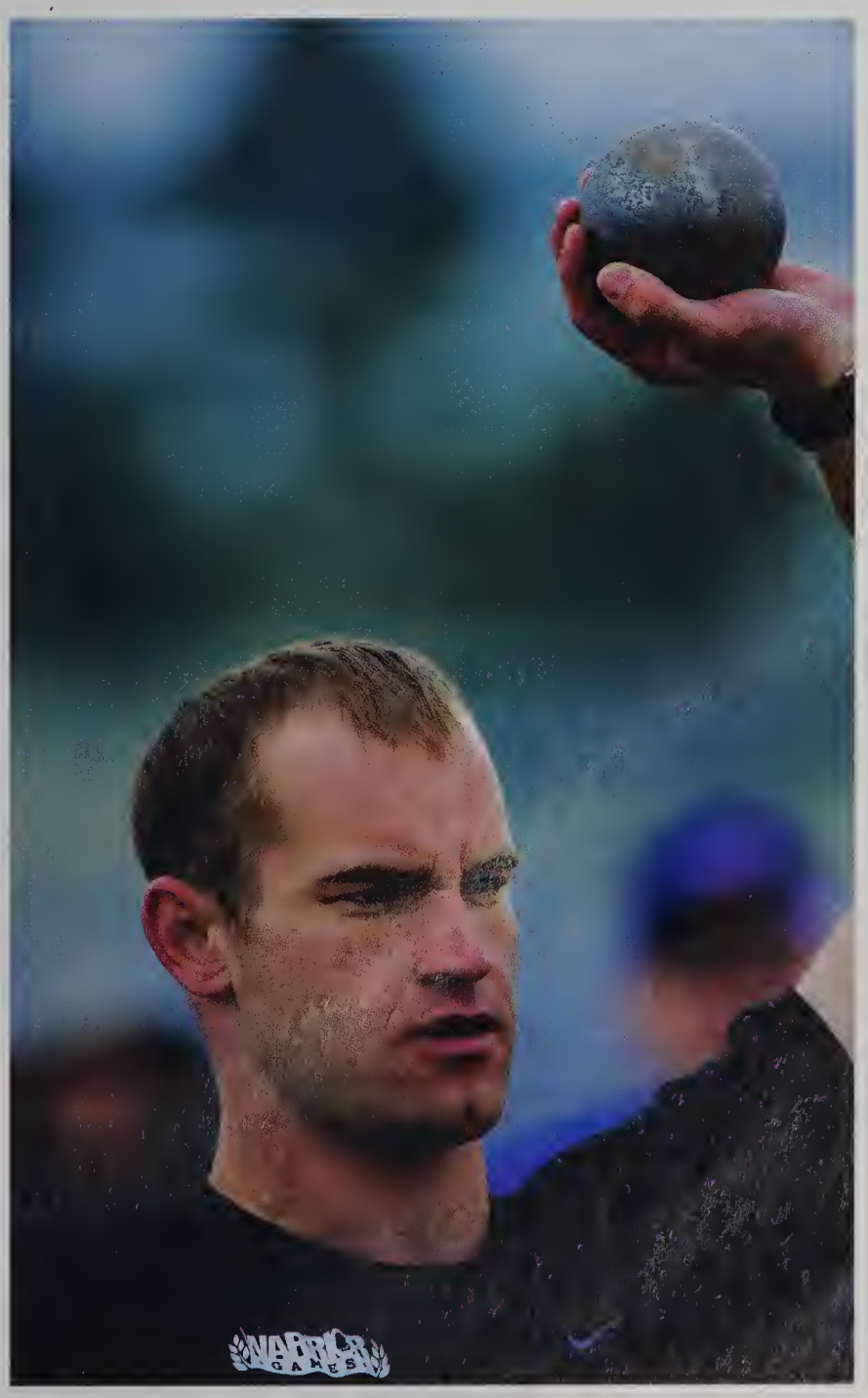


Army cyclist Damian Orslene joins hands with competitors from other services at the starting line.

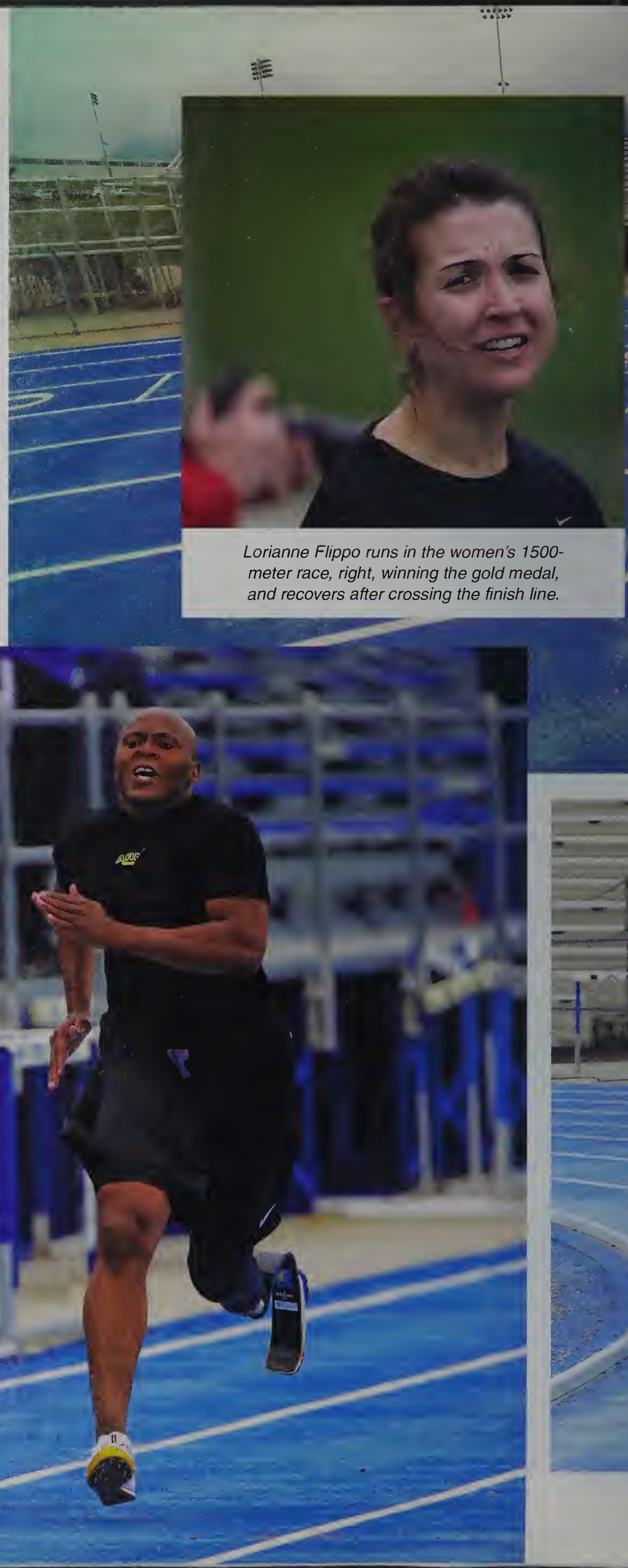




Left, Robert Nuss strains to get maximum distance in the standing shot-put event. Above, Brandon Longe and, below, Robert Brown prepare for their throws.







Lorianne Flippo runs in the women's 1500-meter race, right, winning the gold medal, and recovers after crossing the finish line.

Johnathan Holsey recovers from a sprint, above, and dashes to the finish line, right. He lost his leg in Iraq in 2004 as a noncommissioned officer and continued on active duty, going on to graduate from the warrant officer candidate course. He is assigned to Fort Gillem, Ga., as a human resources technician and won silver and bronze medals at the Warrior Games.





Above, Michael Kacer fights through the pain during a race. Wounded as a member of the Army National Guard's 28th Infantry Division in Afghanistan, he won the bronze medal in one of the 400-meter events. Left, Robert Brown regains his wind after taking a bronze medal in the men's 1500-meter race.

Medals await presentation. Army team members took 68 medals during the games but placed third in team point totals behind the Marine Corps team that won the Chairman's Cup and the Air Force team that placed second.



Robert Price accepts an archery bronze medal in the compound bow division. Army archers swept the recurve bow division: Michael Lukow (gold), Curtis Winston (silver) and Jeffrey Anderson (bronze).

Below, a wheelchair displays unit pride.





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PFC Matthew Zajac, US Army, 2nd Infantry Division, Fort Carson, Colorado and his father, Mike, photographed at a Fisher House in San Antonio, Texas.

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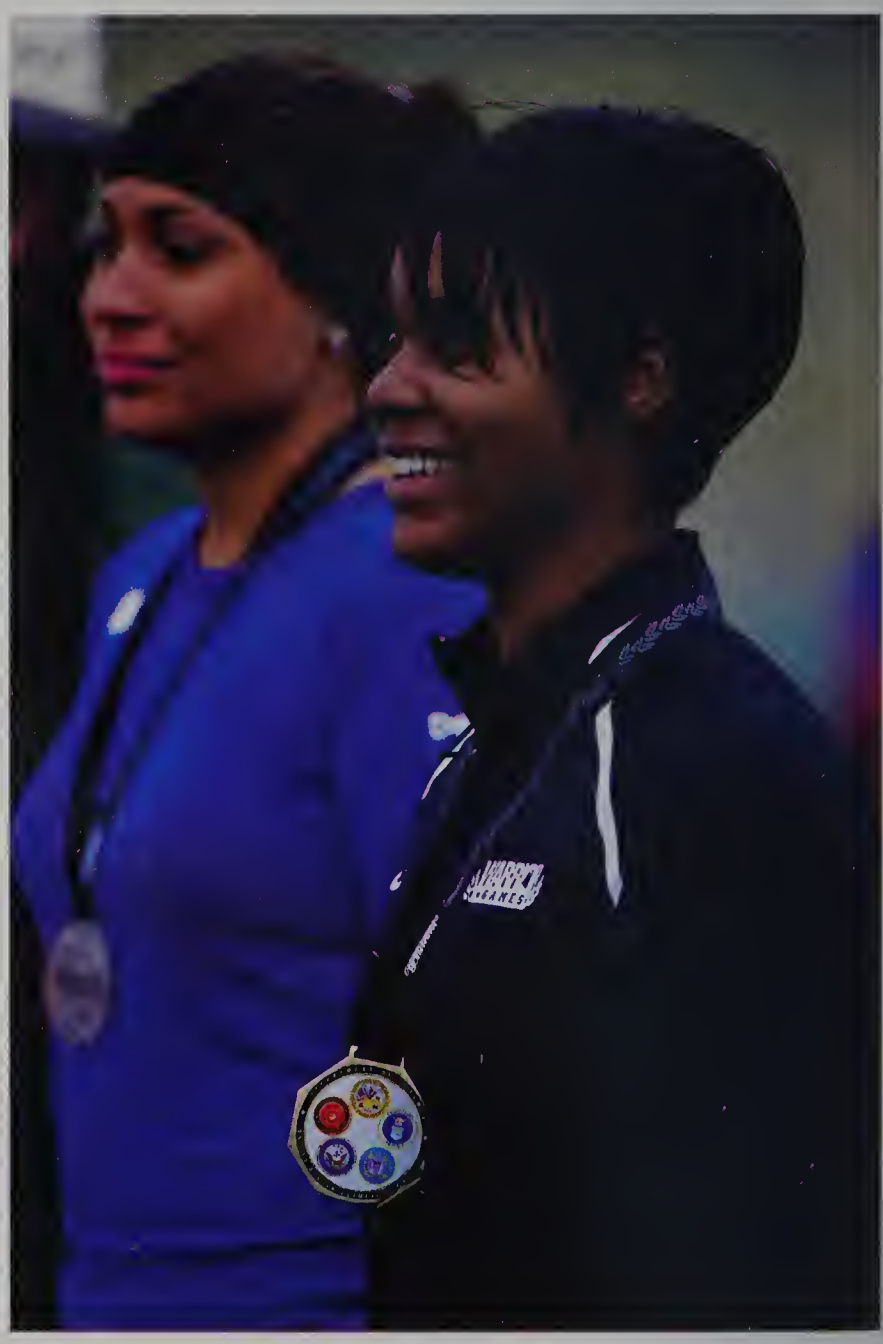
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Above, the Army team swept a 100-meter race division: Robert Nuss taking gold; Jeremiah Luttmer, silver; and Michael Badman, bronze.



Johnathan Holsey, left, with his medals.



Brittany Cosom with the gold medal from the women's 100-meter race. ★



Michael Kacer displays his medal.

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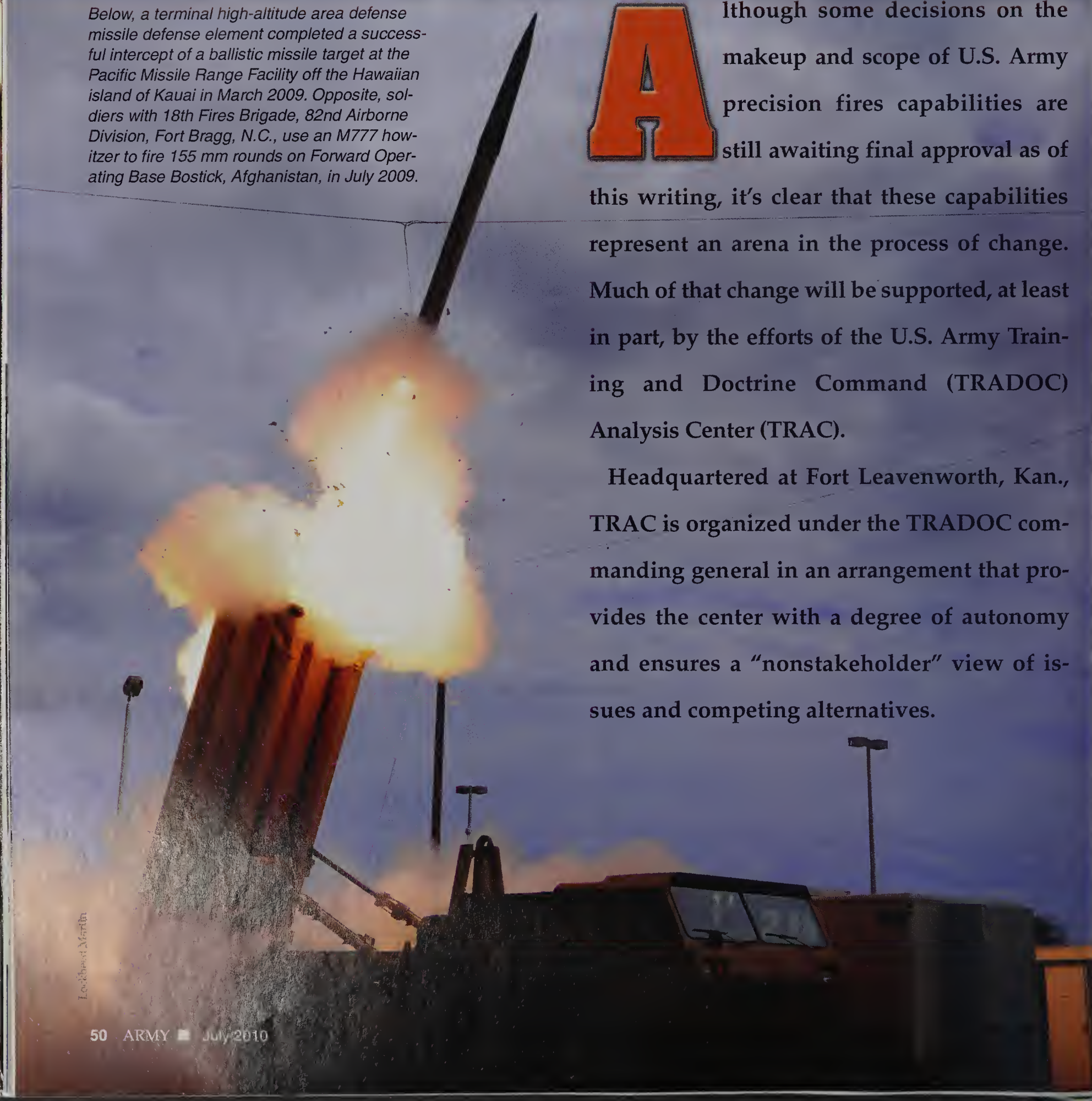
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Army Continues Fires Analysis



Below, a terminal high-altitude area defense missile defense element completed a successful intercept of a ballistic missile target at the Pacific Missile Range Facility off the Hawaiian island of Kauai in March 2009. Opposite, soldiers with 18th Fires Brigade, 82nd Airborne Division, Fort Bragg, N.C., use an M777 howitzer to fire 155 mm rounds on Forward Operating Base Bostick, Afghanistan, in July 2009.

Although some decisions on the makeup and scope of U.S. Army precision fires capabilities are still awaiting final approval as of this writing, it's clear that these capabilities represent an arena in the process of change. Much of that change will be supported, at least in part, by the efforts of the U.S. Army Training and Doctrine Command (TRADOC) Analysis Center (TRAC).

Headquartered at Fort Leavenworth, Kan., TRAC is organized under the TRADOC commanding general in an arrangement that provides the center with a degree of autonomy and ensures a "nonstakeholder" view of issues and competing alternatives.

Precision

By Scott R. Gourley



U.S. Army/SPC Evan D. Marcy

"TRAC is the tactical operational-level analytic agency in the Army," explained Michael Bauman, the center's director. "CAA [U.S. Army Center for Army Analysis] is the theater-level agency. AMSAA [U.S. Army Materiel Systems Analysis Activity] at Aberdeen [Proving Ground, Md.] is the performance-item system level. We all work together to carry out studies.

"We all serve decision analysis to the senior leaders: the G-8, G-3, G-6, you name it," he said. "We're doing work for them, helping with program trades and program objective memorandum [POM] building. At the same time, we're working on behalf of ARCIC [Army Capabilities Integration Center] and the centers of excellence here in TRADOC regarding new capabilities. Where are the gaps? Where are the potential solutions? What are the requirements that need to be developed and turned into capabilities to fill those gaps?"

Asked about TRAC's analysis of precision munitions and its possible impact on recent fires decisions, including the May Department of Defense announcement authorizing cancellation of the non-line-of-sight launch system (NLOS-LS), Bauman observed that TRAC has actually been conducting precision fires analyses for several years.

"Back in 2005, the G-8 and then the Futures Center [the forerunner to ARCIC] realized that we had a multitude of precision munitions," he said. "As they were getting ready to build the POM ... there was a lot there, more than the Army could possibly afford in terms of making the investments—buying and fielding the quantities of ammunition. So they asked us to take a look at which of all these precision munitions seemed to be the prevailing, dominant members of a cost-effective mix."

Known as the Precision Munitions Mix Analysis, that 2005 effort examined 18 Army and 17 joint service precision munitions alternatives resulting in the "tiering" of Army munitions. "We said that the first tier includes ones that you would absolutely want to have in your force," Bauman said. "Second tier, third tier and, finally, the fourth tier—decreasingly—were munitions that certainly contributed something but did so in more of a niche role."

Among the rankings, the 2005 first-tier systems included Excalibur, Hellfire, the guided multiple launch rocket system (GMLRS) unitary and the mid-range munition that was being developed at that time for the Future Combat Systems (FCS) Mounted Combat System. Second-tier systems included the precision guided mortar munition and 155 mm precision guidance kit (PGK).



U.S. Army/Jason Kaye

PVT Shawnee Tapia prepares to fire a 120 mm mortar as SPC Allen Cauble observes during 8th Squadron, 1st Cavalry Regiment, mortar crew certification at Fort Lewis, Wash., in 2008.

"Actually, PAM [NLOS-LS precision attack munition] showed up in the third tier," Bauman said. "PAM makes a great contribution when you have more conventional kinds of warfare against massed formations with a lot of heavy targets and medium-weight targets, essentially when they're moving. That's when PAM started showing itself. It really mitigates risk toward a more traditional threat at the higher end of full spectrum operations, particularly when you have concentrations of medium to heavy moving targets. But, by and large, when you talk about Excalibur, an aviation-delivered Maverick or Hellfire, something that can hit heavy targets on the move, GMLRS, guided mortar, 155 mm PGK … bubbled to the top as cost-effective members of a mix that you would want to invest in."

TRAC ran the study again in 2006 with updated models and data, and there was no reordering or significant differences in findings.

Expanding on the contribution identified for PAM/NLOS-LS, Bauman pointed to the fact that much of the analysis between 2006 and 2010 looked at precision munitions in the context of other programs, such as FCS.

"In 2006, we did an analysis of alternatives [AoA] for [FCS] Increment 1," he said. "At that time, it was called Spin Out 1, and that included PAM. We examined all kinds of alternative quantities for the number of [NLOS-LS] containerized launch units and the number of [PAM] missiles. It was modeled in major combat operations scenarios again, as part of a heavy brigade combat team, because at that time the spin outs were going to go to the heavy, and not the infantry, brigade combat teams. Against mechanized forces, the NLOS-LS made a case for itself. It improved lethality. It improved survivability. And, interestingly, it reduced our reliance on close air support [CAS] and attack aviation by about one-third. Because of the nature of the missile and what it was designed to go against, it was basically taking targets that normally you would take with a Maverick or Hellfire, delivered from rotary-wing aviation."

Bauman noted that, as a result of the December 2009 "Increment 1" EIBCT [Early Infantry Brigade Combat Team] acquisition decision memorandum provided to the Army, TRAC had been directed to "evaluate the cost-effectiveness of NLOS-LS in an EIBCT relevant to other available precision munitions."

He was careful to note that this analysis was not tied to the widely reported negative NLOS-LS firing test results that occurred a few months later. "This AoA and mix work wasn't done because of the test result," Bauman said. "They were asking us: 'Does it make sense to give this capability organically to an EIBCT in light of all the other capabilities and in the presence of all these other precision munitions available to support an IBCT? When is it a cost-effective capability? Under what conditions is it a cost-effective capability?' That launched the AoA."

About the same time that the February 2010 firing test results were prompting concerns, Army Vice Chief of Staff Peter W. Chiarelli launched a series of "portfolio reviews" of various warfighting functional areas.

"One of those functional areas involved precision munitions," Bauman said. "So at the same time that the Office of the Secretary of Defense [OSD] was questioning NLOS-LS as part of the EIBCT, the Vice Chief of Staff launched his portfolio reviews of many warfighting functional areas, one of them being precision munitions. One didn't beget the other; this was all just happening concurrently."

Moreover, the study work also overlapped an EIBCT precision effects analysis (EIBCT PEA) that had been under way at TRAC for about a year.

"We were building up the models and the tools and the databases to do this study, which was basically looking at: What are the IBCT demands for precision fires? What are the conditions that dictate those demands? What are the discriminating attributes of the demands? What are the most effective sets of components to meet those demands? So we were working our way through that, starting last year, when the December [2009] issue raised its head—both portfolio review and OSD guidance about NLOS-LS and the need to come in with an AoA. We used that PEA as a vehicle, since we already had a lot of data gathered, to get the NLOS-LS analysis of alternatives done in about three months. We couldn't have done that if we didn't have all this previous work under way," Bauman said.

In rough parallel with the TRAC work, Bauman noted that the CAA, reporting to the Army G-8, was doing work for the Vice Chief of Staff's portfolio reviews.

"They, too, took a math programming/goal programming approach because the Vice Chief of Staff was asking questions that were not that different from those of the OSD," he said. "Even though similar databases were being used between the studies we were doing and those being

Scott R. Gourley, a freelance writer, is a contributing editor to ARMY.

done by CAA, we only 'checked signals' maybe twice because we weren't really involved in each other's work. But, at the end of the day, their conclusions corroborated our conclusions with regard to PAM, and that was all briefed to the Vice Chief of Staff when they were briefing out the portfolio review finding."

In a very simplified sense, underlying TRAC methodology involved identifying major combat operations (MCO) and irregular warfare (IW) targets that would demand engagement by a precision munition and then "enriching" those targets with additional information about the operating environment, ranging from physical settings to fires restrictions to collateral damage estimates.

"Based on the scenarios that identified these targets, we then went about creating what we called mission demands by enriching the descriptions of those targets with all these qualifying conditions—distinguishing target factors that would dictate to a fires commander what he needs to deliver to engage that target," Bauman said.

He noted that the result included 70 IW and 91 MCO mission demands that were then populated and expanded to approximately 400 IW and 800 MCO mission demands. "That formed the set of targets that had to be served by a mix of precision munitions," he said.

The next step was to assess risk-severity-versus-likelihood that those mission demands posed to the IBCT, followed by formulation of an attack guidance matrix of how mission demands would be engaged with available munitions and then deciding which one to apply.



U.S. Army/SGT Henry Seltzer

SSG Darius Scott, left, watches SSG Jamare Cousar, 3rd Battalion, 321st Field Artillery Regiment, program grid coordinates before the first firing of the Army's GPS-guided Excalibur round at Camp Blessing, Afghanistan, in 2008.

"The bottom line is that we ran hundreds of cases, and it turns out that if you have a PAM at the 'official' Army cost position, it doesn't enter into the mix because it's just too costly," Bauman said.

Instead, he said that the results pointed to a mix of Excalibur, accelerated precision mortar initiative 155 mm PGK, joint air-to-ground missile or Hellfire/Maverick, and some joint systems, including joint direct attack munition and nonprecision fires.

"We looked at a lot of different goals that had to do with maximizing effectiveness, maximizing the mission-demand satisfaction, minimizing the operational risk that remained after you served the targets that you could, determining the minimum cost option and minimizing the log[istics] number associated with sustaining the rates of fire of these munitions," Bauman said. "All these different cases were looked at, and when you weighted the logistics burden, cost and mission satisfaction equally—and tried to minimize risk as much as possible—you ended up with those same munitions."

He added, "I would summarize it this way: The poor test showing that they had with PAM and the cost growth that occurred in the missile since we last looked at it, in my opinion, opened up an opportunity for a 'window of acceptable risk' for the Army to take to say, 'I think I'll live without PAM for a while because I'm in the current operating environment, and the kinds of targets that PAM is uniquely designed to go against I can deal with using CAS and rotary aviation until I figure out what I can do otherwise."

Bauman acknowledges critics of the analysis, noting that they could point to things like weather conditions mitigating the ability of CAS to serve some of the targets or a threat environment affecting Army aviation operations. "But I think that, given the current operating environment, [service leadership] felt there was a window of acceptable risk where we can continue to look at that," he said.

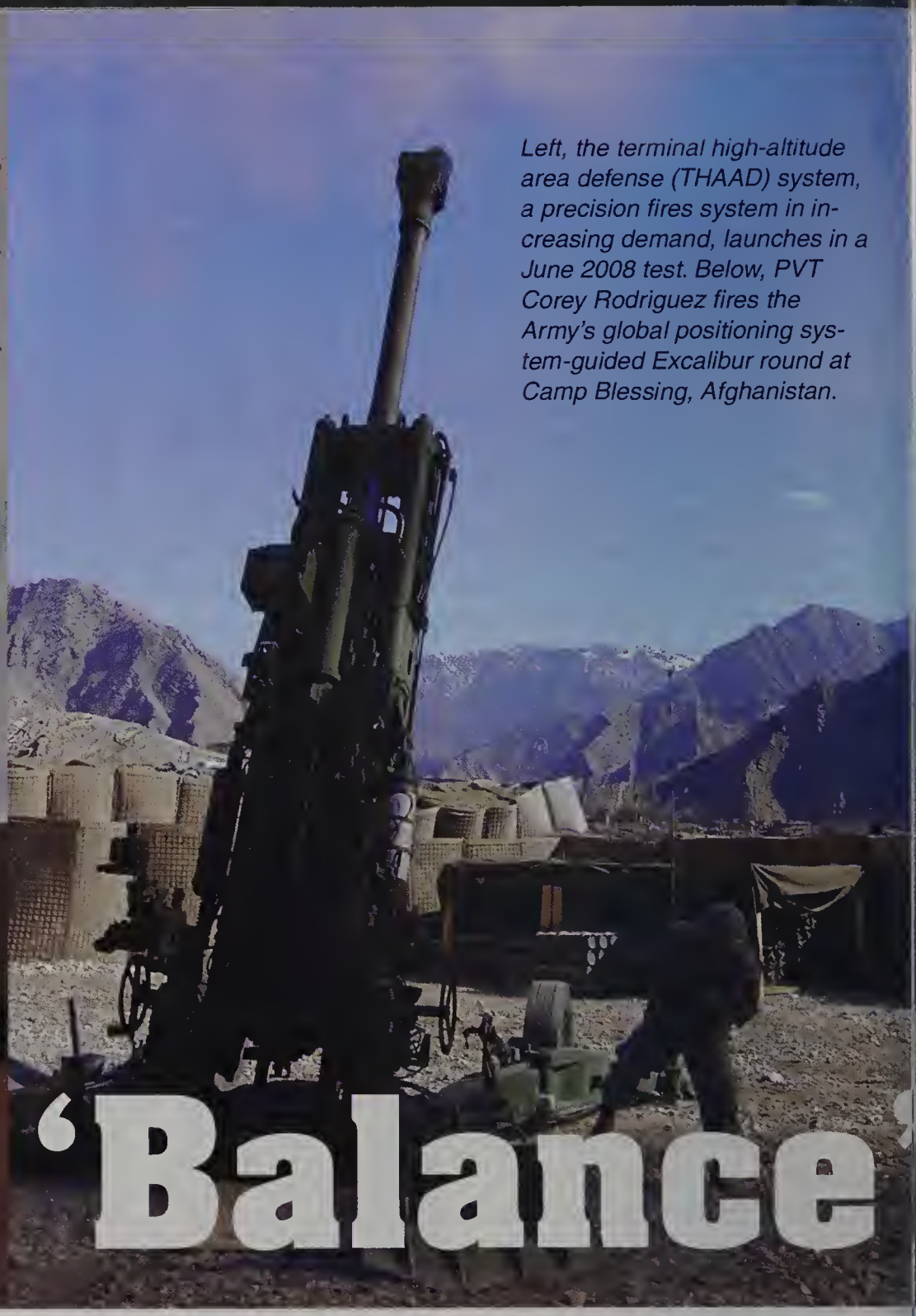
Looking toward the near-term follow-on work to the EIBCT PEA, he noted that the analysis will include things like the introduction of the M777 howitzer with Excalibur into the composite fires battalions as a way to satisfy some of the precision munitions capability requirements in the IBCT.

"Then the question becomes, 'Is there something else we need?'" Bauman said. "We have a requirement on the books about a long-range organic fires capability that would reach out to the area of influence of an IBCT. Do we want to rely on aviation-delivered [munitions] to go after those long-range targets, or is there something we still need in the IBCT?

"I think what we are going to do over the next 180 days is examine our options to ensure that we have fulfilled the needs of the IBCT for precision fires capability," he concluded. "That cooperative effort is going to involve ASA-ALT [the Assistant Secretary of the Army for Acquisition, Logistics and Technology], the program executive offices for all those missiles, ARCIC, the Fires Center of Excellence, the Maneuver Center of Excellence and TRAC." ★



Lockheed Martin (left), U.S. Army/SGT Henry Selzer (right)



Left, the terminal high-altitude area defense (THAAD) system, a precision fires system in increasing demand, launches in a June 2008 test. Below, PVT Corey Rodriguez fires the Army's global positioning system-guided Excalibur round at Camp Blessing, Afghanistan.

Fires: 'Balance

Against a backdrop of "capabilities portfolio reviews" and the emerging U.S. Army concept framework, the fires community is taking a hard look at the future and the changes that may need to be made to meet the challenges of providing adaptable fires for full spectrum operations.

Portfolio Reviews

According to Sam Coffman, director of the Capabilities Development and Integration Directorate (CDID) at the Fires Center of Excellence (FCoE), Fort Sill, Okla., the ongoing portfolio review process is designed to shape program funding decisions beginning in Program Objective Memorandum (POM) 2012.

"The Army Vice Chief of Staff has been concerned that we have previously been looking at programs in 'slices,'" Coffman explained. "As an example, last year he looked at guided MLRS [multiple launch rocket system] in a configuration steering board—but he looked at it by itself. Then he looked at Excalibur—by itself. So he has asked us to bring in groupings that are not one-for-one warfighting functions but, in the words of some, 'large-ticket items that make a huge impact across the POM, period.'"

Coffman noted that the fires community had "equities" in four of the portfolios, but "huge equities" in two of them: air and missile defense and precision fires.

"For the air and missile defense portfolio, we essentially looked at everything from ballistic missiles on down," he said. "In precision fires, we laid out all of the components—the delivery platforms, the munitions, the sensors, the command and control—but the Army asked us to focus on the munitions aspect. So we looked at the whole area, but we focused on the munitions. Some of the decisions have already been announced. For example, it is now public record that NLOS-LS [non-line-of-site launch system] was cancelled. The other decisions will soon be finalized."

Coffman described some of the processes involved, in part to help eliminate any misunderstanding of the decisions being made. In the case of precision fires, for example, he warned, "Some people will look at those decisions and take away the wrong message—that the Army is moving away from precision fires. I would argue, however, that if you get down into the real [specifics] of it, you will see that's absolutely not true.

"If you think about precision fires as a system of systems that has lots of elements to it—more than just precision mu-

nitions—you will see that we have made substantial investments in areas leading to better target location, all the way from counterfire radars to the fire support sensor system (FS3) being integrated onto platforms," he said. "Just this week, I rode around on the M1200 [Armored Knight], which now has targeting under armor, where you can ride down inside and not worry about somebody dropping a grenade or shooting an RPG [rocket propelled grenade] down on you from above. In other cases, we are moving directly into [meteorological measuring set] Profiler Block III, where we are looking at embedded capability, to the PGK [precision guidance kit]. So, given all of that, I would say that we are not moving away from precision fires, but just the opposite: We are moving further into precision fires.

"There's a key word, I think, for both air and missile defense and precision fires that comes to mind as we look at the portfolios, and that's *balance*. In the case of [the] precision fires [portfolio], we are trying to better balance how much 'precision' munitions—defined as less than 1 meter CEP [circular error probable]—we need versus 'near-precision' versus 'conventional' munitions. Our belief is that if you apply the elements of accurate predictive fire out to a range limit, you can have 'near precision' with virtually every munition and, along with PGK, you can be there for your extended range missions. I think the balance part of that resonates very well," Coffman said.

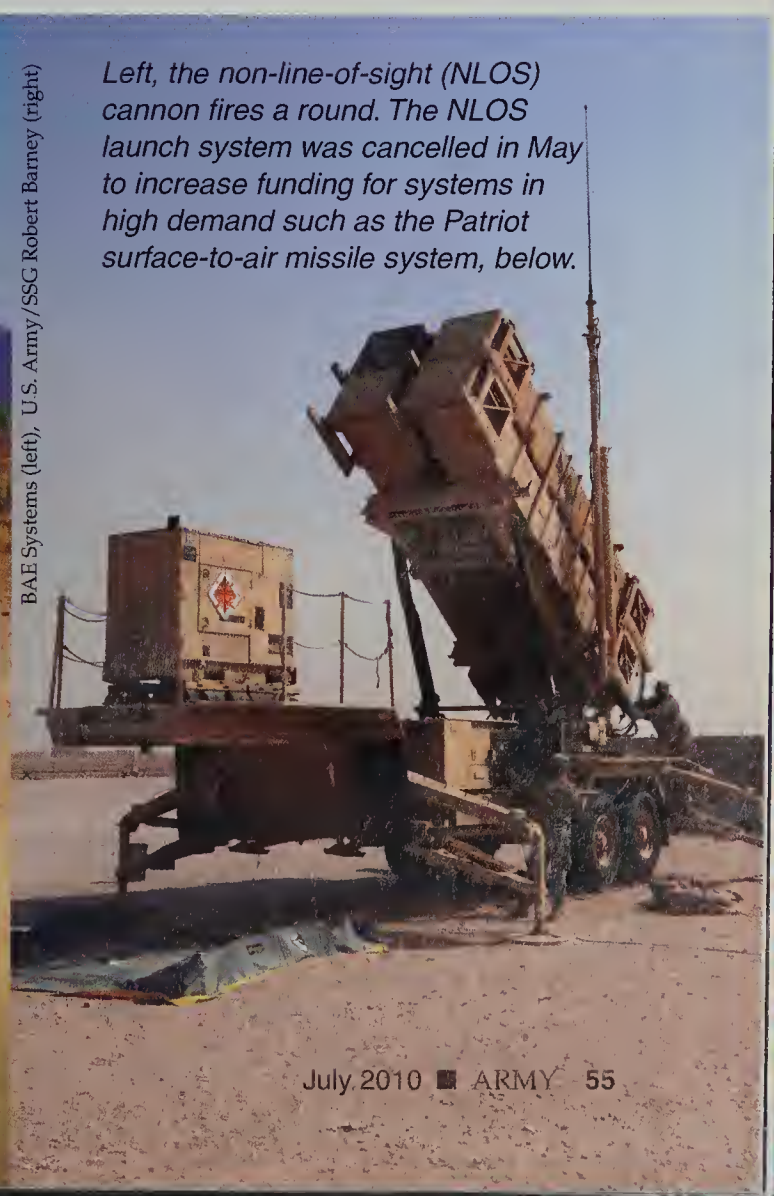
"On the air and missile defense side of the equation, people have told us that we need to put more emphasis down at the tactical level, and we are responding to that. It is important to understand that we are not walking away from what we are doing in ballistic missile defense, however. We also are not walking away from what we are doing in cruise missile defense, or the high demands we see for Patriot or the increasing demands for THAAD [terminal high-altitude area defense system]. But people have told us to put some more emphasis on counter-rocket and counter-mortar attack capabilities, and now the new area in which we are getting a lot of traffic in the form of [operational need statements] and the maneuver community at large is the ability to provide capabilities to counter the UAS [unmanned aerial systems] threat.

"So I believe when it's all said and done you will see us moving—both in structure and in equipping—to balance out that lower end," he said. "Again, we're not taking anything away from the higher end in this process. We're growing more Patriot battalions than we have in the force today. We're also on schedule to do more THAAD batteries than we were going to do a couple of years ago. In air and missile defense, however, you might say that we're getting 'pulled at both ends,' where we now have a proposal to push additional capabilities out for both the counter-UAS mission and to take counter rocket, artillery and mortar (C-

is the Key

By Scott R. Gourley





BAE Systems (left), U.S. Army/SSG Robert Barney (right)

Left, the non-line-of-sight (NLOS) cannon fires a round. The NLOS launch system was cancelled in May to increase funding for systems in high demand such as the Patriot surface-to-air missile system, below.



U.S. Navy

Army Air Defense Artillery and Field Artillery are working with the U.S. Navy to increase the capabilities of the counter rocket, artillery and mortar system.

RAM) to another greater capability, including giving it a permanent organizational design."

Characterizing the portfolio review process as a "holistic" approach, Coffman said that the results would help achieve "better balance across the investment strategies of the [Field Artillery and Air Defense Artillery] branches."

"The portfolio and investment strategy speaks to the focus of the Fires Center of Excellence on gaining synergies across the portfolios—funding, research and technologies," said MG David D. Halverson, commanding general, U.S. Army Fires Center of Excellence and Fort Sill. "Maintaining a focus on both portfolios is important as we see ourselves from a sensor, delivery capability and munitions perspective ... [T]he proper mix of precision munitions is very important as we move forward. We need to [prepare] the Fires Center of Excellence to deliver the warfighting capabilities needed now and in the future to fight and win."

Concept Framework

Achieving that status relies in part on the Fires Functional Concept, which explains the FCoE approach to solving the problems identified within the Fires Warfighting Function Concept.

"Our Fires Functional Concept identifies our fires problem within the construct of an uncertain operating environment defined by the Army Capstone Concept," MG Halverson said. "Our mission is to solve those problems with a DOTMLPF [doctrine, organization, training, materiel, leadership and education, personnel, and facilities] approach. It may be *m* [materiel] and *o* [organizational] or it may not, but in a time of budgetary constraints, we owe it to our force to look at it from every angle."

One of the important authors of the Fires Functional Concept is LTC Doug Kirby, chief of field artillery concepts within the CDID Concepts Division at FCoE. LTC Kirby pointed to the Fires Functional Concept fitting within the larger Army concept framework, which includes the recently released Army Capstone Concept, the draft Army Operating Concept and the Army Training Concept.

"We have [advocacy] for the Army's Fires Functional Concept here at the Fires Center of Excellence," he said. "It provides an overarching conceptual framework for future fires required capabilities, and those capabilities are expressed across all of the DOTMLPF domains. It's based on the notions that come out of the Army Capstone Concept and Army Operating Concept—things like an uncertain and complex environment." One significant change in the new concept is the incorporation of air and missile defense capabilities within the Army's "fires" warfighting function.

Outlining some of the other changes, LTC Kirby noted: "We speak a lot about and are [highly] focused on the integration of offensive and defensive fires to maneuver and wide-area security at all echelons, and what capabilities [are necessary] to be able to do that for the future force. We will also take a look at areas where potentials for synergy exist for common requirements between air and missile defense and indirect fires or fire-support capabilities, looking at the integration of those capabilities to produce more effective and efficient fires. One of the underlying [principles] in the concept is that operations now and in the future are and will continue to be inherently joint and multinational. So it's not only what capabilities we provide to a joint and multinational force, but how we are interoperable with those capabilities. Something we are looking at is how we do that 'by design.'"

Coffman highlighted "definite interaction" between the ongoing capabilities portfolio reviews and Army concept framework efforts, emphasizing how the process was providing "the intellectual underpinnings" to support future decisions. "The Army Capstone Concept is out there right now," he said. "We have been walking people back through that, as well as through the Army Operating Concept, which is now in draft form. We have been walking that back through the portfolio reviews."

In addition, Coffman pointed to the Fires Functional Concept as providing "a huge guide to modernization in general across all of the DOTMLPF. The idea is that if you revise these concepts every couple of years, then they become the intellectual underpinnings of how you modern-

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Scott R. Gourley, a freelance writer, is a contributing editor to ARMY.



Lockheed Martin

The second THAAD battery, activated in October 2009, began unit training at Fort Bliss, Texas, in May.

ize, based on your statements of required capabilities."

"That's absolutely true," LTC Kirby said. "Everything that we are doing currently does inform what we are trying to project out into the future in the time frame covered by this concept.

"Another phrase that's used to characterize it is *grounded projection*," he said. "We are looking out at future capabilities—things we want present in the 2016–2028 time frame—but it is a very grounded projection of what we think and what we want to have during that time frame."

Coffman characterized another part of the process as "bringing the horizon in," explaining, "Traditionally we always tried to have a 20-year snapshot out in front of us. But if you have a 20-year snapshot out in front of you, and you only revise the concepts every five to eight years, that's how things get a little out of line.

"One of the key notions in the Army Capstone Concept is that [more than] seven years of war have called into question some of our previous conceptual underpinnings," he continued. "As just one example, if you go back to how we were going to fight with the FCS [Future Combat Systems] force, one of the key phrases was *set conditions out of contact*—in other words, *standoff*. Now years of war have taught us that we are probably always going to operate in and among the populace. We might still have some standoff across some full spectrum operations, but most of the time we are going to be operating in and among the population. It's not saying that the old concept was totally wrong, but it is questioning some of the assumptions on which the previous concepts were founded.

"We used to 'go out to the far place and look back,'" Coffman said. "Now we're looking *both* ways. So if you revalidate and update your concepts every couple of years—revalidating your warfighting capabilities across all the warfighting functions and the interdependencies that you have among those functions and to joint capabilities—then you become more grounded, tied to actual experience and able to make dynamic decisions across the DOTMLPF on how you might need to adjust the force."

Asked about messages to industry, Coffman was quick to offer, "We've turned to industry and told them, 'If you understand our required capabilities from a conceptual framework, and you know where we are today, then you will understand the capability gaps.' We have made clear what we think our capability gaps are, by warfighting function and by organization. We have literally handed them out to industry because if they have that understanding, they will also understand where to spend their internal research and development funding.

"So our big message is: Read the Fires Functional Concept and statements of required capabilities," he concluded. "Then you will have good insight. You will be 'inside our heads,' and you will know whether your materiel answer begins to solve or mitigate a capability gap that we see right now." ★

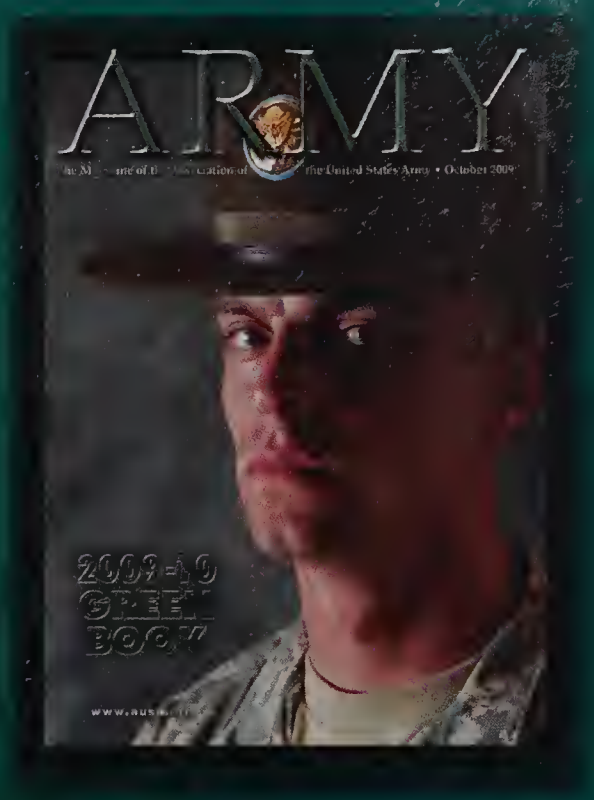


U.S. Army/SFC Jason Kucera

Two M270 multiple-launch rocket system vehicles assigned to Fort Sill, Okla., prepare for a test exercise at Doña Ana Range, N.M.

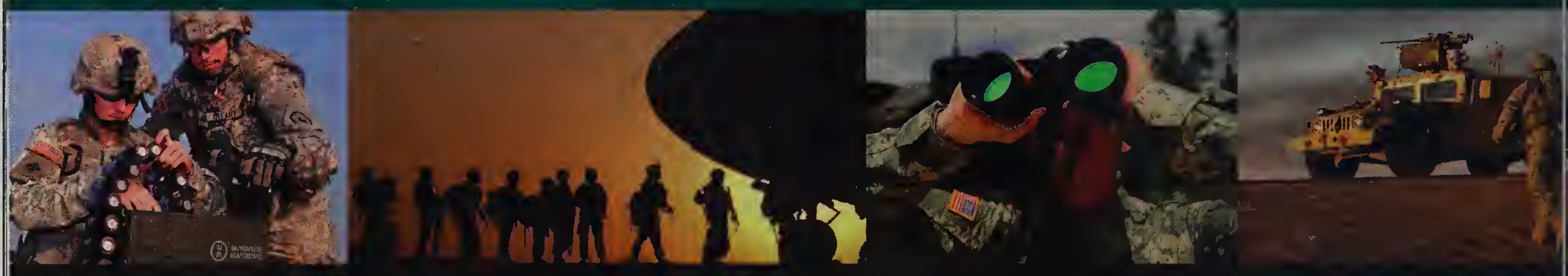
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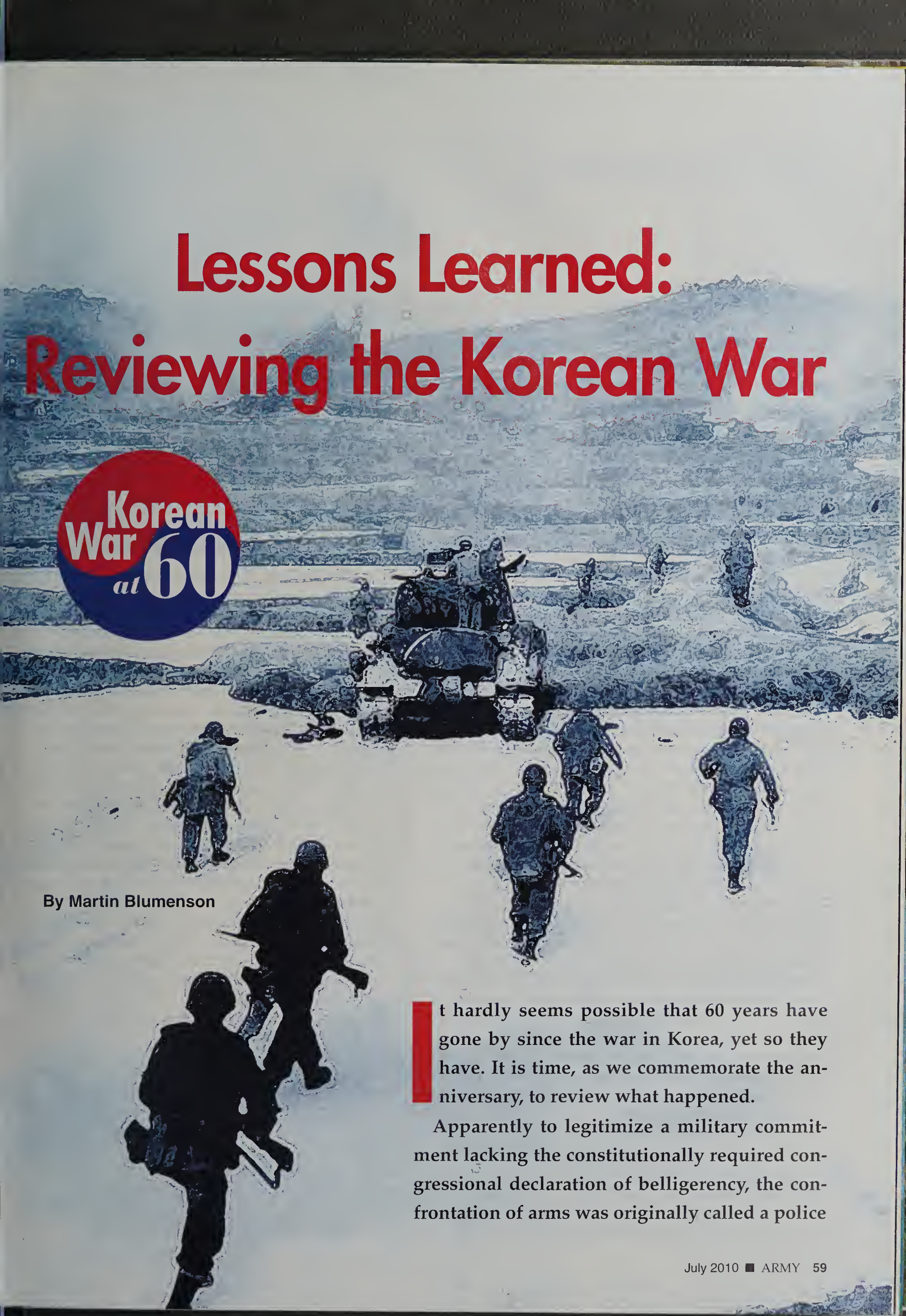
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Lessons Learned: Reviewing the Korean War



By Martin Blumenson

It hardly seems possible that 60 years have gone by since the war in Korea, yet so they have. It is time, as we commemorate the anniversary, to review what happened.

Apparently to legitimize a military commitment lacking the constitutionally required congressional declaration of belligerency, the confrontation of arms was originally called a police



AP/Max Desfor

American paratroopers comb a village near Sunchon, North Korea, on October 20, 1950.

action or the Korean conflict. It was an actual war.

No longer regarded as an inconsequential sequel to World War II, the Korean affair was much more than an afterthought. The expenditure of lives and resources signaled a change in American perspectives and a development on the world stage.

Coming five years after the global conflagration, rooted in the waning days of the Pacific operations, the Korean War at first glance tends to resemble an epilogue rather than a new phenomenon. By defeating Japan, the Allies liberated Korea, a country annexed by Japan in 1910. In 1945, to facilitate the surrender of the Japanese troops in Korea, the Allies divided the Korean peninsula temporarily at the 38th Parallel. The Soviets were to round up the Japanese soldiers in the northern part, the Americans to do the same in the south. The border between the two segments of about equal size was an artificial line set for convenience only.

Very quickly the demarcation hardened and became permanent. The Soviet Union in the north and the United States in the south remained present in order to help develop the two areas, and the two lands turned into different entities. North Korea became totalitarian like the Soviet Union and Communist China. South Korea was a free society like the United States. Both Koreas began to see the other as alien and dangerous, and eventually each identified the other as the enemy. Both aspired to erase the boundary and to reunite the Korean people into a single state.

These attitudes burst into flame on June 25, 1950. There were no declarations of war, no diplomatic maneuvers, no preliminary warnings. The armed forces of North Korea, trained and equipped by the Soviet Union for offensive warfare, simply crossed the 38th Parallel and invaded the Republic of Korea. Defending South Korea was a constabulary-type military establishment sponsored by the United States and structured to provide internal security.

The Korean War thus emerged out of the conflict with Japan and seemed to be a deferred adjunct of it. The involvement of prominent U.S. military figures reinforces the idea, for all the leading personalities in uniform were heroes of World War II. All were well known to the American people.

GEN Douglas MacArthur had headed a theater of operations in the Pacific. He had liberated the Philippines. He was to have directed the climactic invasion of Japan. In mid-1950, General of the Army MacArthur was still in the driver's seat. He commanded the joint U.S. military assets in the Far East. His immediate task was to rescue the Republic of Korea from what looked like instant extinction.

The other military principals had gained fame in Europe. General of the Army Omar N. Bradley had commanded an Army group and was now chairman of the Joint Chiefs of Staff. His main concern was the ability of the United States to meet crises worldwide, particularly in Europe. He later opposed extending the Korean struggle because he thought an expanded venture would be "the wrong war in the wrong place at the wrong time." GEN J. Lawton Collins, the U.S. Army Chief of Staff and, as such, the executive agent of the Joint Chiefs for Korea, had headed the VII Corps and, it was widely reputed, had seemed to run First U.S. Army, too. Directing the American ground forces in Korea, LTG Walton H. Walker had commanded the XX Corps in Third Army.

When Walker died in an automobile accident, LTG Matthew B. Ridgway, former commander of the 82nd Airborne Division and XVIII Airborne Corps, replaced him at Eighth U.S. Army in Korea (EUSAK). When Ridgway succeeded MacArthur as head of the Far East Command, LTG James A. Van Fleet, who had come ashore in Normandy on D-Day as a regimental commander and who had at the end of World War II commanded a corps, took EUSAK.

Later, LTG Maxwell D. Taylor, who had led the 101st Airborne Division, followed Van Fleet, and GEN Mark W.

Martin Blumenson, who was a contributing editor to ARMY, *was a combat historian in Korea. This article was published in* ARMY *during the 50th anniversary of the Korean War.*

Clark, who had directed Fifth U.S. Army, then the 15th Army Group in Italy, succeeded Ridgway.

With the exception of Walker, Van Fleet and Clark, all the previously mentioned leaders had already been or were to become U.S. Army Chiefs of Staff. The Korean War gave them the opportunity to add luster to their reputations.

Like his field commanders, President Harry S Truman had World War II experience. After President Franklin D. Roosevelt's death in the spring of 1945, Truman concluded the fighting in Europe and the Pacific. He made tough decisions, including the one to drop the atomic bombs, and he impressed the American people with his courage. The trouble in Korea at first appeared to him to be a minor emergency cropping up in the wake of World War II.

The combat waged in Korea was similar to what had gone before. The equipment and the weapons were much the same. The adversaries fought for the most part from fixed lines. Despite the similarities, despite the short period of peace preceding hostilities, despite the familiar general officers involved, the Korean War was a new beginning for America.

What started as a civil war in Korea escalated quickly into a Cold War clash of arms. Believing the communist states had formed a monolithic structure managed by a single authority, the United States saw the Soviet Union as having unleashed the North Korean invasion, aiming thus to spread communist power by swallowing the Republic of Korea. To prevent success, to preserve a part of the Free World against aggression, the United States decided to support South Korea militarily.

Many Americans had little idea where the country was located. Committing troops to a place widely unknown contrasted with American policy during World War II. Then, the United States had acknowledged the limited nature of its interests. For example, as the government stipulated, no American combat troops were deployed east of Italy. The eastern areas of Europe and of the Mediterranean were deemed to be too far away, beyond the range of national concerns.

In a January 1950 speech, Secretary of State Dean Acheson defined the extent of American territorial hegemony. He drew a defensive line encompassing Japan but left Korea outside. The omission and the signal it appeared to convey may have sparked North Korea's incursion into the south. Six months later, the United States had expanded its outlook and was willing to move anywhere in the world to forestall communist ambitions.

Reaching across the Pacific to the mainland of Asia in 1950 showed how U.S. perspectives had broadened. As a superpower, the United States now considered the entire globe to be within its purview.

To gain moral authority for military intervention, the United States sought U.N. backing. By a fluke, the Soviet Union's representative to the U.N. Security Council happened to be boycotting the sessions; he was therefore unable to veto the resolution calling for North Korean withdrawal or for the restitution of the status quo by force. The vote clothed the American intent in U.N. garb.

The United Nations marshaled the collective power of the Free World behind the American movement into Korea. Symbolically, the organization took charge. GEN MacArthur flew the U.N. flag over his headquarters in Tokyo. He became the commander in chief, United Nations Command (CINCUNC), while continuing to be the commander in chief, Far East. His staff members simply put on the additional hat and functioned as before. The United States became the executive agent for the international body, and Syngman Rhee, president of the Republic of Korea, placed his military forces under American command. Among the Allied states contributing units to the campaign were Britain, Canada, France, Belgium, Turkey and Greece. A committee representing the 16 countries joining the crusade met from time to time to review American actions and to offer guidance and advice, but did little to inhibit American behavior.

Although the United States was willing, even eager, to enter Korea to stop the North Korean steamroller, it was less than ready to do so. Demobilization after World War II had stripped the military establishment of personnel. Organizations were at low staffing levels. Many combat units were very short of strength. The young conscripts replacing the veterans were



AP/Max Desfor

Hundreds of U.S. Army paratroopers drop over a rice paddy near Pyongyang, North Korea, in an attempt to cut off remnants of the retreating North Korean army on October 24, 1950.

less well trained. Their equipment was obsolescent. The troops nearest to Korea were in Japan, and occupation duty there had been easy living; the men were soft and ill-prepared for the field.

In South Korea, the situation was critical. The invaders had routed the republic's defenders, and the South Korean soldiers were in retreat. Seoul, the capital, had fallen quickly. Fleeing civilians clogged the roads. Nothing stood in the way of North Korean success.

The U.N. units initially committed were unable to halt the enemy advance. Task Force Smith, the first combat troops to enter Korea, put up a brave show 10 days after the North Korean assault, but was swept aside. The under-strength 24th Infantry Division, fighting to hold the city of Taejon, was overrun; its commander, MG William Dean, was later taken prisoner.

While the American buildup continued, the battle line fell back. By August 1950, it protected a small and compressed area known as the Pusan Perimeter. There, at the Naktong River, Walker assembled his EUSAK units for a final stand. If the North Koreans broke his positions, they would expel the U.N. forces from Korea and conquer the south.

In a magnificent defensive effort, Walker displayed skill and courage. He shuttled his troops around the perimeter, blocking threatened openings and shoring up units about to go under. The outcome was touch and go, but Walker, in his finest hour, held against impossible odds.



U.S. Army

Differences between GEN Douglas MacArthur and President Truman cost the general his command in the Korean War.

To some extent, Walker's desperate struggle was MacArthur's doing, for the CINCUNC had denied Walker reinforcement. MacArthur had kept two American divisions in Japan. Had he sent them to the Pusan Perimeter, he would have allowed Walker, the EUSAK staff contended, to drive the North Koreans out of the country.

MacArthur used the two divisions, under X Corps direction, to execute his masterful amphibious attack. One of the riskiest ventures ever undertaken in warfare, the Inchon landing on the Korean west coast was a brilliant coup conceived by MacArthur's operational genius.

Going ashore on September 15, the X Corps, under GEN Edward Almond, thrust a knife into the flank of the North Koreans besieging the Pusan Perimeter, cut the enemy's main supply line and recaptured Seoul. The North Koreans around Walker's perimeter melted into the mountains and made their way back to the north. Almond's and Walker's men quickly joined hands. By a lightning stroke, MacArthur had cleared South Korea of the communist threat. With the status quo ante bellum restored, the war seemed to be over after three months.

Instead, units of the Republic of Korea crossed the 38th Parallel on their own and drove to the north. Their intent was to reunite the two Koreas, this time under South Korean and, presumably from the communist point of view, U.S. control.

Whether U.N. troops should follow into North Korea was an important political question. Member states of the international body tended to oppose U.N. movement to the north and an extension of the war. Before the organization could reach and issue its decision, MacArthur—whether with tacit, veiled or overt American approval—resolved the matter. He made his determination on military rather than on political grounds. He would enter and overrun North Korea not for the political purpose of reuniting Korea, but rather for the military reason of destroying the defeated enemy forces and preventing another invasion from the north. The result, of course, would fulfill President Rhee's political aim.

MacArthur then made several nearly fatal mistakes. He divided his forces in Korea. He incorrectly judged the communist reaction to his invasion to the north and the potential removal of China's buffer state, North Korea. His intelligence agencies failed to discern China's entry into the war.

In fact, at about the same time the Chinese decided to enter the war, Truman and MacArthur met at Wake Island, in October 1950, just after Inchon. Truman congratulated MacArthur on his triumph. MacArthur explained what he intended to do. He expected all resistance to be over by Thanksgiving. He would then move EUSAK to Japan. He would leave the X Corps headquarters and its two divisions to occupy North Korea. When Truman asked about the likelihood of Soviet or Chinese intervention, the general was confident that this would not happen.

The imminent loss of the North Korean buffer zone between China's Manchuria and the U.N. forces was probably the major trigger for China's action. Thousands of so-called Chinese Volunteers surreptitiously crossed the Yalu River into North Korea. If they fought well, they were hardly averse to enlarging its buffer by overrunning and unifying the entire peninsula.

Unaware of the Chinese action, MacArthur made an error. Logic indicated placing Almond's X Corps under



AP /U.S. Army

U.S. 1st Cavalry Division infantrymen, supported by 24th Infantry Division tanks, move out for an assault on an enemy-held hill in South Korea on February 18, 1951. Smoke rises from tank gun hits on suspected communist hideouts.

Walker's EUSAK, which was already directing the I and IX Corps. Instead of thereby gaining unity of command, an American military maxim, MacArthur kept the X Corps as a separate headquarters under his own control.

The 1st Marine Division, half of the X Corps, outloaded from Inchon and sailed around the Korean peninsula to Wonsan, a port on the eastern shore of North Korea. The other half, the 7th Infantry Division, marched overland to Pusan, embarked on ships, and moved to a North Korean port north of Wonsan.

Operating in extremely difficult terrain, virtually trackless mountains, soon beset with temperatures well below freezing and with snow and ice, the X Corps had two nearly impossible missions to fulfill. The marines moved westward to make contact with EUSAK; the 7th Division went north toward the Yalu River, the border of Manchuria.

Small contingents of the latter outfit arrived at the river at two sites and stayed there briefly. They turned back because disaster had struck the corps around Hagaru and the Chosen Reservoir.

In the western part of the Korean peninsula, EUSAK drove into North Korea. After seizing Pyongyang, the capital, EUSAK headed for the Yalu. The units never made it; they ran into serious and unexpected opposition at the Chongchon River.

Undetected by U.N. intelligence, Chinese communist forces had entered North Korea in massive numbers. Late in November 1950, they attacked the weaker South Korean units, drove them back, and partially outflanked the neighboring and suddenly vulnerable U.N. troops. Despite MacArthur's attempt to placate the Chinese by announcing informally and publicly his hope to have his men home by Christmas and thus out of North Korea, the Chinese paid no attention. They disrupted the advances in both eastern and western areas and brought the invasion of North Korea to an end.

The X Corps conducted a hard-fought and, in the end, successful withdrawal through the frozen mountains to the port of Hamhung, where its soldiers and marines boarded ships and evacuated the north. EUSAK moved to the south, and, under constant harassment by the Chinese, pulled back in an increasingly precipitous retirement that turned into a frantic retreat called the bug-out.

By the end of the year, U.N. forces were again well below the 38th Parallel. They had abandoned Seoul. With the anticipated occupation of North Korea out of the question, MacArthur incorporated the X Corps into EUSAK. Walker's death just before Christmas brought Ridgway from Washington to take over.

Shocked by the condition of the troops—their low morale and their defeatist outlook—Ridgway set about to turn them around. By visiting units, talking with subordinate commanders and impressing one and all with his boundless energy, efficiency, optimism and will, Ridgway single-handedly resuscitated and reanimated the moribund EUSAK in the space of a month. His achievement was remarkable.

The Chinese New Year's offensive, followed by repeated attacks in the spring of 1951, pushed EUSAK back but failed to break the defenses. EUSAK then started marching slowly but steadily northward, taking Wonju and Chipyong-ni in February, Chunchon in March. The troops retook Seoul, reentered North Korea and moved to the so-called waist of Korea, the shortest distance across the peninsula and the line most easily defended, thus leaving a buffer zone between them and China.

Meanwhile, the most dramatic act of the war occurred. The presence of Chinese troops as combatants caused MacArthur to characterize the war as an entirely new conflict. To win, he advocated enlarging the struggle. He wished to bring in Nationalist China and Japan at once. He wanted to strike beyond the Yalu River at Communist China.

If MacArthur's thoughts had remained private, he would have raised no concern. Instead, he made his beliefs known to prominent members of the Republican Party. In what was widely interpreted as a bid for presidential nomination, MacArthur castigated Truman and the Democratic Party for what he termed their no-win policy in Korea. He called for a total effort to gain total victory.



AP/Wide World

Equipment is unloaded from landing ship tanks during operations by U.S. troops at Inchon Harbor in Korea, September 21, 1950.

Endeavoring to keep the violence in Korea local, wishing to contain the aggression, attempting to avoid a declaration of war by the Soviet Union and hoping to prevent the hostilities from spreading into a devastating World War III, Truman maintained specific boundaries in his exercise of power and waged limited warfare rather than all-out war. He saw MacArthur's proposals as unwarranted and dangerous political measures. In addition, according to American tradition, military officers were supposed to be silent on political matters. MacArthur's deportment was outright insubordination.

After consulting with his military and civilian advisers, Truman shocked the world by relieving MacArthur of his command on April 11, 1951. He promoted Ridgway and ordered him to take MacArthur's place.

MacArthur returned home to a tumultuous hero's welcome. He spoke to members of Congress in an emotional address. "Old soldiers," he said, "never die. They just fade away." He did so after participating in congressional hearings on the war and going quietly to live at the Waldorf Astoria Hotel in New York City.

Meanwhile, the defeat of the Chinese communist forces in their spring offensives convinced them of their inability to gain full-scale victory. The United Nations, for its part, was unwilling to pursue total war for total victory. With both sides seeking an end to the hostilities and both willing to accept a stalemate, the way was open for armistice negotiations in July 1951.

First at Kaesong then at Panmunjom, U.N., North Korean and Chinese representatives came together and waged what has been called a war for peace. The communists insulted and stalled, delaying agreement. The meetings lasted almost two years. In the interim, the fighting continued at the Punchbowl, Heartbreak and Bloody Ridges, and elsewhere.

The election of Dwight D. Eisenhower to the presidency in November 1952 and his veiled threat to use nuclear arms to resolve the negotiations apparently had the desired effect. Joseph Stalin's death the following year probably had similar impact. After reaching agreement on difficult questions—where to establish the dividing line, whether to forcibly repatriate prisoners of war unwilling to go home, how to maintain an armistice—the hostilities stopped in July 1953. There was no peace, no settlement of political problems and no surrender, unconditional or otherwise. The papers signified merely a military ceasefire.

The machinery set up to oversee the truce in Korea 60 years ago still functions. Representatives continue to meet and discuss problems and grievances. There has been an absence of wholesale slaughter since the belligerents signed the armistice, but the state of war exists as before. Occasional outbursts of violence along the demarcation line occur. The United States maintains a significant military presence in the Republic of Korea in case hostilities reopen, for there is no real end to the war. The parties have yet to agree to a peace treaty.

As a superpower, the leader of the West and a model for the free world, the United States took several extraordinary steps during the Korean War. First, of utmost importance, showing a new maturity, the United States divested itself of an anachronistic and outmoded practice by abolishing the segregated African-American military units. By executive order, President Truman outlawed the separation of races in the armed services. He thus officially did away with the discrimination and inequality it fostered. Integration not only brought social justice; it also promoted combat efficiency.

Second, the United States learned to live as a superpower. The knowledge, however, must have come too suddenly or have passed too quickly for Americans to appreciate the uncharted nature of their nation's course. The growing pride of such status led to an adventure hardly well thought out beforehand. No one could have predicted the American entanglement in another Cold War clash on the mainland of Asia a decade later in Vietnam.

Third, the United States began to understand in the Korean War the necessity of waging limited war in a new era. In the age of atomic weapons, it is simply too dangerous to wage war in the older fashion, total and all-out.

Those are the major results of the bloodshed in Korea, 1950–53, 60 years ago. They are well worth noting. ★

An Interview with GEN Peter W. Chiarelli

INSPIRED CARE FOR THE INVISIBLE WOUNDS

U.S. Army Vice Chief of Staff GEN Peter W. Chiarelli considers post-traumatic stress (PTS)—he advocates removing disorder *from the term—a battle injury that, along with traumatic brain injury (TBI), forms a significant issue for the Army, soldiers and their families. For the past year, he has engaged in a constant campaign to inform people about these injuries and to break down stereotypes.*

By Dennis Steele
Senior Staff Writer



U.S. Army

GEN Peter W. Chiarelli became the 32nd Vice Chief of Staff of the U.S. Army in August 2008. He has served in Army units in the United States, Germany and Belgium. He has commanded at every level from platoon to corps and was commander of Multi-National Corps-Iraq in 2006.

ARMY: **What is your role in the campaign to fight against post-traumatic stress disorder (PTSD) and traumatic brain injury?**

GEN Chiarelli: What I'm trying to do right now is change the culture of the Army so that soldiers understand that a brain injury, even if it isn't immediately recognizable, is just as serious as any other physical injury—and sometimes even more so. We have to change the culture and the stigma associated with seeking help for behavioral-health issues. I've tried to take a bully pulpit, for lack of a better term, when it comes to talking about PTS and TBI whenever I speak. For the past eight months, I have tried to explain to people in "tanker talk" what PTS and TBI are and the importance of getting rid of stigma in seeking care.

You've described it as something the Army has to meet head-on; what do you mean by that?

We have to change the way we operate. One of the outcomes from our increased knowledge of TBI is that we've introduced new TBI policies across the Army. If you know anything about TBI, it's not necessarily the first concussion that gives you permanent problems; it's normally a second concussion that occurs before the first concussion has healed. That's why you see football players, when they receive a concussion and it's diagnosed as such, sit out for a week to two weeks, and sometimes even more, in order to allow their brains to fully recover from that concussion. And normally they will. Normally, the brain will fully recover from a concussive event. Of course, there are some injuries so severe that that may not happen, but in the vast majority of the ones we see, the soldier will, in fact, have total recovery. So as a preventive measure, we have developed and implemented our new policy into the training base and downrange.

Since December 2009, I've personally briefed two brigades of the 101st Airborne Division and their leaders, and we've introduced the new TBI training at the National Training Center and Joint Readiness Training Center. The new policy basically says that if you are in a vehicle that is damaged, if you're in a building where there's an explosion, or you're outside and within 50 meters of an explosion, you will be evaluated for a concussion. The evaluation tool used by a medic is a Military Acute Concussion Evaluation card. Even if that initial evaluation—conducted as soon after the event as possible—is negative, you'll stay out of the fight for 24 hours and have another evaluation before returning to duty. The primary purpose of this "mandatory downtime" rule is to identify those soldiers who may experience a delayed onset of the symptoms of TBI/concussion. If you're diagnosed as having a concussion, you will be seen by a physician who will not allow you to return to duty until you've recovered from that concussive injury.

What is the extent or magnitude of the TBI/PTSD issue on the Army and its soldiers?

Our population of Army wounded warriors, those soldiers who have a single disqualifying injury of 30 percent



DoD

Army Vice Chief of Staff GEN Peter W. Chiarelli discusses care of soldiers who are dealing with post-traumatic stress (PTS) during an address at the Aviation Senior Leaders Conference in January. GEN Chiarelli has campaigned since the 2009 AUSA Annual Meeting to educate soldiers and leaders about PTS and traumatic brain injuries and break down barriers that prevent soldiers from getting treatment.

or greater, is about 6,200 folks. Of that population, 56 percent have a single disqualifying injury of PTS and/or TBI. This is an increase from about 35 percent in 2008 when I became the Vice Chief of Staff. To me, this is a significant problem that we are taking very seriously.

What programs or policies have been initiated recently, and what's on the horizon?

In addition to the new TBI policies we've implemented, we've been working with Department of Veterans Affairs and civilian experts to help train our medics to diagnose and recognize the symptoms of PTS. One of the things I've learned from our Army/National Institute of Mental Health Study to Assess Risk and Resilience in Service Members is that the average time for someone in the United States between developing PTS and receiving treatment is about 12 years. The research that has been done on PTS is not generally among a military population; a good bit of the research has involved women who have been sexually assaulted.

The reality is that PTS can occur when someone experiences or witnesses any traumatic event involving death or serious injury. Certain events may trigger PTS in some people, while not in others. The key is early recognition and treatment. Some leading behavioral-health practitioners are initiating therapy right down into the emergency rooms, where they are trying to begin the treatment as close to the event as possible.

And is that the approach the Army is taking?

That's exactly what we are trying to do. We are trying to lessen that time to receiving appropriate treatment because 12 years is a horribly long time for someone to live with a problem like PTS. This problem can manifest itself in so many other ways. It's not just the length of time we're worried about, but also the fact that, during those many years, the person may experience a host of other issues resulting from the PTS, like alcohol or drug abuse, relationship/family issues, or anger-management issues. Experts tell us the most successful treatments are those that begin as close to the event itself as possible.

If you touch the back of your head where it joins the neck, that part of the brain by the stem contains the limbic system. The limbic system controls chemicals and hormones that give us the feelings of an "adrenaline rush," the old "fight or flight" response. In primitive times, your brain interpreted the roar you heard as meaning something was coming to eat you. Over time, we developed the front part of our brain called the frontal lobe. The frontal lobe is the executive agent that regulates the limbic system by interpreting whether the perceived threat is real or not. The frontal lobe says, "That *boom* you heard wasn't a bomb going off in downtown Baghdad; it was a firecracker or a car backfiring." Unless you can identify [the threat] to turn it off, the rush of stress hormones goes through your body.

In those people with PTS, their frontal lobe has lost the ability to regulate, or "turn off," the limbic system and the surge of stress hormones. The fight or flight response may continue, sometimes for hours. Whatever the event is that caused the frontal lobe to turn off or reminds them of what occurred—an explosion when they were downrange, seeing their buddies hurt or killed—that's what we have to get at and treat to activate the frontal lobe functions. So I'm trying to get our soldiers and leaders to understand the cause of PTS and to treat it like a true injury.

Comprehensive Soldier Fitness—what does that entail, and what are the goals?

Comprehensive Soldier Fitness is truly exciting because we know someone with low resiliency is more at risk for getting PTS, compared to someone with more resiliency. The good news is that resiliency is something that can be learned. We are training master resilience trainers at the University of Pennsylvania and have almost 1,000 of them in the Army today. Right now, they are going down to the battalion level. Soldiers can take the Global Assessment Tool (GAT) online under Army Knowledge Online to evaluate their individual resiliency level. We've had more than

520,000 soldiers take the GAT—320,000 active component and just over 100,000 Reserve and 100,000 Guard. Some of the data we are getting back is really exciting. For soldiers who take the GAT and are in the lower quadrant with low resiliency, we know that we can increase their resiliency through both the online training we have and the use of master resilience trainers. It is really exciting because we can better equip them to handle stressors and take them out of that danger area where they are more at risk for PTS and other harmful things. We are actually moving toward true prevention.

Considering that soldiers are reluctant to seek help, how are you going about getting them to come forward?

First of all, you have to educate soldiers and get them to understand that even though you can't see them, these are real injuries. That is why I have been talking about TBI and PTS whenever I speak. You notice that I say *PTS;* I don't say *PTSD*. I drop the *D* because I believe it's more of an injury than a disorder, which is what the *D* stands for. I don't think it is a disorder. I think it is a physical injury that causes an individual's frontal lobe to malfunction. A lot of doctors agree with me, but there are some who don't agree with me on that.

You notice that I say* PTS; *I don't say* PTSD. *I drop the* D *because I believe it's more of an injury than a disorder, which is what the* D *stands for. I don't think it is a disorder.

What about the fear of being stereotyped, of having it affect their careers?

The biggest thing we have to combat is the stigma of seeking help for a multitude of issues. That's huge, but that's what we have to beat down. Across the board for soldier wellness, we are introducing programs that address the stigma and make it easier to get help. For behavioral-health issues, soldiers and family members can go to Military OneSource without a TRICARE referral and get up to 12 sessions with a civilian behavioral-health provider. Another example of this is a new pilot program called the confidential alcohol treatment and evaluation program (CATEP). So far, we've rolled this program out at three installations (Joint Base Lewis-McChord, Wash.; Fort Richardson, Alaska; and Schofield Barracks, Hawaii), and we're getting ready to pilot CATEP at three more. It allows soldiers with a drug or alcohol problem to self-refer to the substance abuse counselors, and we will not notify their chain of command. Although the numbers are small from the initial pilot sites, we are very happy with what we are seeing so far—so much so that we are going to expand to the three additional installations. In order to facilitate this, we're keeping our drug and alcohol centers open late at night and on Saturdays and Sundays at those posts so people can make the appointments to get the counseling they need without missing work. It's another way of trying to reduce stigma, by letting people admit they have a problem rather than waiting for them to have an incident like wrapping their car around a tree or getting picked up for driving while intoxicated.

Is the Army taking a holistic approach to treating PTS, and what does that involve?

The two treatments you will see being used for PTS are cognitive therapy and prolonged exposure therapy. Cognitive therapy uses a series of questions that activate the frontal lobe. Exposure therapy tries to recreate the event and, through that, activate the frontal lobe. Let's say you are afraid of snakes, and whenever you see a snake or something that looks like a snake, your frontal lobe malfunctions and you go into a high state of anxiety as your body releases these chemicals for four to six hours. If we couldn't use cognitive therapy to address your problem with snakes and get your frontal lobe reactivated, we would go to exposure therapy. As it was explained to me, if you're afraid of snakes, exposure therapy would stick you in a room full of snakes, either virtually or in real life where the snakes are all in cages. Regardless, you would see snakes all the way around you, and you would spend the worst four to six hours you've ever spent as the chemicals ran through your body. With exposure therapy, the idea is that sooner or later the body realizes there is no danger or threat from these snakes, the aversion to snakes won't turn on when you see something that looks like a snake, you will be healed, and your frontal lobe will function the way it is supposed to.

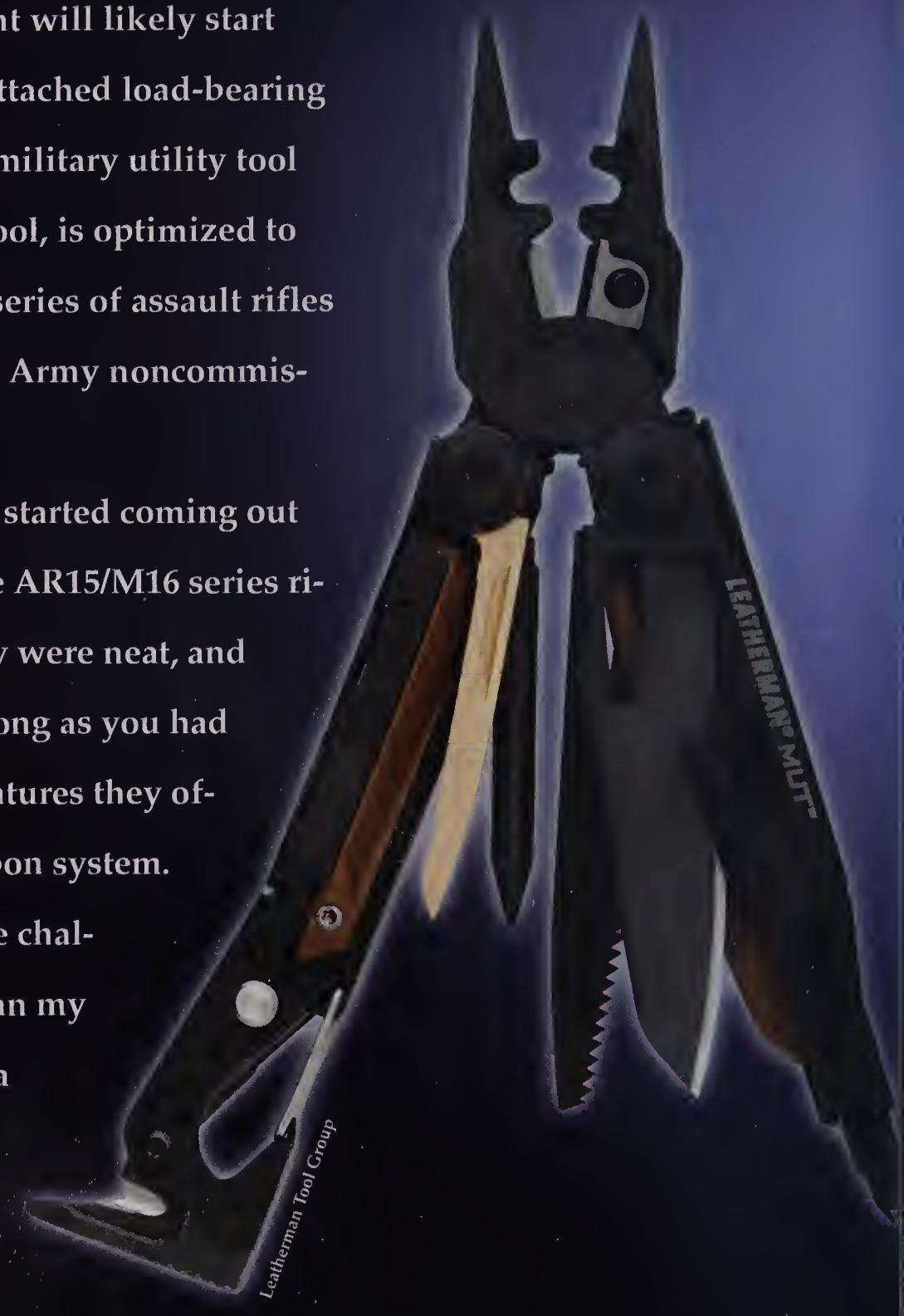
There has been a surge of research in the last few years on post-traumatic stress and traumatic brain injuries. What else looks promising in the near term?

There are all kinds of different things being tested. There are different drinks that I know people are working with that are almost like cocktails, not made of alcohol, that are provided to an individual who goes through a concussive event. Some researchers are looking at the effects of a particular diet in preventing brain injury after a concussive event. There are even studies of a shot that somewhat numbs the portion of the brain causing the hyperarousal of PTS. We're looking very hard and doing some tests on hyperbaric oxygen chambers and whether they may be helpful to some people with PTS and TBI, and there is research with regenerative medicine. I'm also actively following the research on virtual reality applications in treating PTS, and it looks very promising. ★

Soldier Ingenuity Meets 'Batman'

The latest warfighter requirement will likely start showing up in rucksacks and attached load-bearing equipment in September: The military utility tool (MUT), the Army's new multitool, is optimized to maintain the components of the M16 series of assault rifles and is the brainchild of an active duty Army noncommissioned officer.

"A few years ago, a lot of companies started coming out with tools that were geared around the AR15/M16 series rifles," said SFC Aaron Hampton. "They were neat, and they produced some functionality as long as you had your cleaning kit out. But the other features they offered dealt with maintaining the weapon system. So now, as a soldier, I'm faced with the challenge of carrying a tool to help me clean my weapon, a separate multiuse tool and a knife. I wanted to combine all of those as best as possible. I wanted this to be a tool that would offer



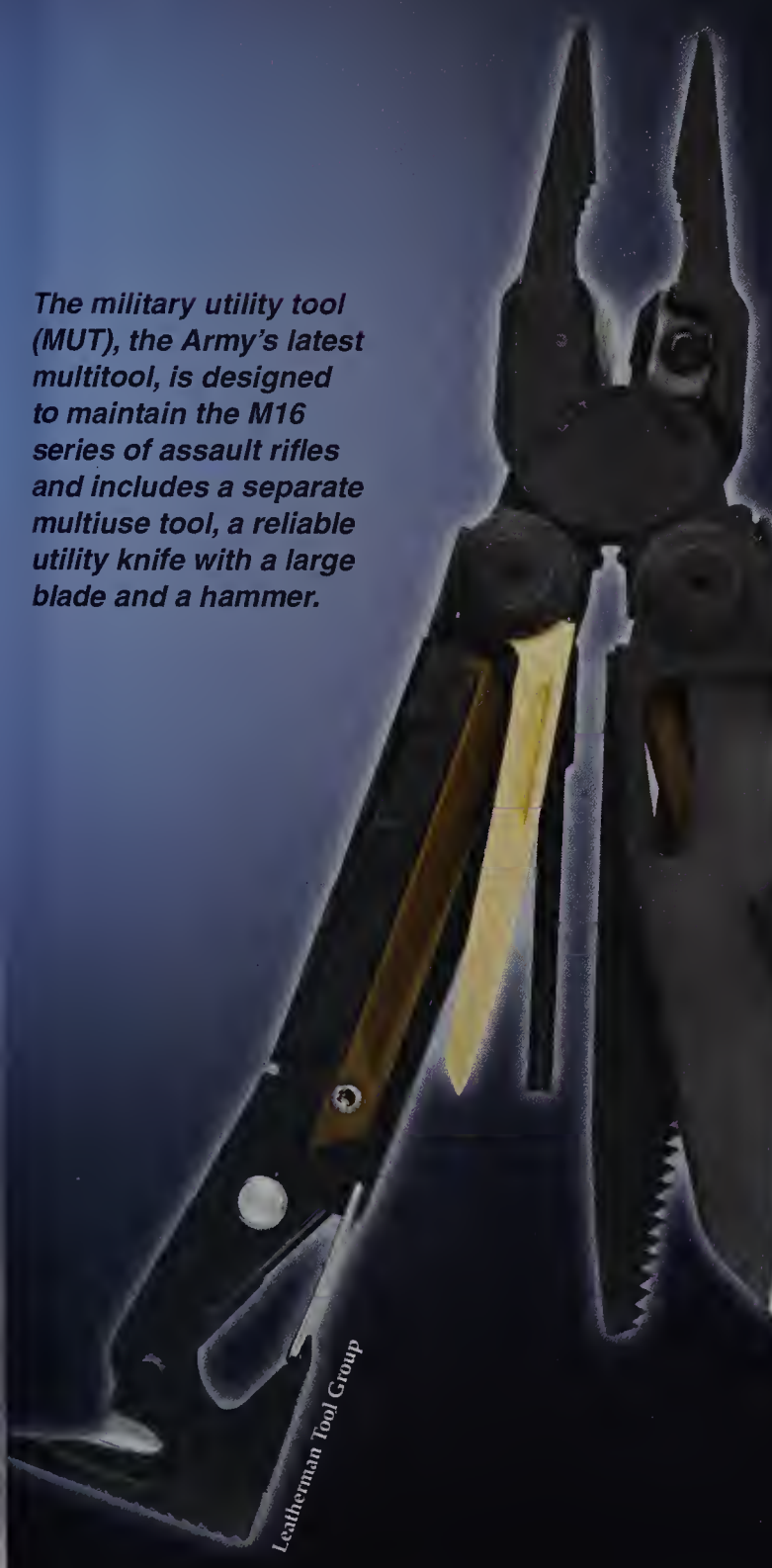
By Scott R. Gourley

Cool'

soldiers everything they would need in the field."

SFC Hampton, currently assigned to the U.S. Army Marksmanship Unit at Fort Benning, Ga., combined his ingenuity with the appropriate approvals from both command and judge advocate general legal channels, and approached Leatherman Tool Group of Portland, Ore.

"I've always liked Leatherman, and I really like the fact that their tools are made in America," he said. "So I flew to Portland, walked in and said, 'Hey, I've got this great idea. Let's sit down and talk about it.' And they said, 'Okay, we'll go ahead and do it.'"



The military utility tool (MUT), the Army's latest multitool, is designed to maintain the M16 series of assault rifles and includes a separate multiuse tool, a reliable utility knife with a large blade and a hammer.

Close to two years after that initial meeting, the MUT was introduced in January to industry buyers attending the Shooting, Hunting, Outdoor Trade Show and Conference (SHOT Show) in Las Vegas, Nev. Owned and sponsored by the National Shooting Sports Foundation, SHOT Show is described as "the world's premier exposition of combined firearms, ammunition, archery, cutlery, outdoor apparel, optics, camping, and related products and services."

At SHOT Show, SFC Hampton picked up a nearby model of the MUT and began highlighting some of the soldier features. "The first thing we did was make the knife a good utility blade," he said. "Most Leathermans, and almost all multitools, have little, bitty, dinky blades. But this is the



U.S. Army/Michael A. Molinaro

The MUT is the brainchild of SFC Aaron Hampton. It was his idea to combine tools with various functions "that would offer soldiers everything they would need in the field."

largest blade that's ever been on a Leatherman. It's a hybrid design that features one-hand opening with a liner lock. So it has a lot of good utility to it.

"We left the standard Leatherman saw because they're just great saws with an open-tooth design that keeps them from getting jammed," he observed. "And they cut on the pull, which is a whole lot easier than cutting on the push.

"We've also added a bronze carbon scraper," he continued. "A lot of tools on the market have carbon scrapers, but they make them out of steel. The problem with using steel on steel is that you can score the steel on the gun, and now you're releasing too much gas and degrading the effectiveness of your weapon system. So we made ours out of bronze; it's user-replaceable. ... In fact, everything that can wear or break on the MUT is user-replaceable.

"We sized and shaped the scraper so that it will clean all parts of the AR15/M16, especially the bolt and the bolt carrier," SFC Hampton said. "We also added a 1/8-inch tool-steel punch that's removable. When you remove it, you expose a male Dewey Rod [cleaning rod] adapter, so you can use this to get better leverage on your cleaning rods, patches and brushes."

The back spine of the tool also includes a female Dewey Rod adapter, allowing the tool to be used as a T-handle adapter when cleaning the chamber or bore.

"Instead of using the little T-handle, you have something you can actually get some purchase on," SFC Hampton said. "We also made this out of tool steel because if they have a stubborn takedown pin that won't come out, soldiers always beat stuff with their multitools. So we put a hammer on the end of one of the handles, and now there's a perfect place where you can actually beat with it and not damage the tool."

The hammer has also been extended away from the tool to meet another critical warfighter need.

"We put a safety cutter inside, under the head," SFC Hampton said. "And we extended the head out so that even on flex cuffs you can get behind them and have enough leverage to effectively cut those cuffs off. Every guy in theater has a set of flex cuffs, but almost nobody has a flex-cuff cutter. That means you have to stick your blade under the kid's cuffs. And if you're letting him go, he probably didn't do anything. You certainly don't want to hurt him. So this gives a good, safe, effective way to cut things like cord, seat belts, flex cuffs and so on."

Since some users won't need access to their cutter on a regular basis, SFC Hampton helped design a bit driver that allows a user to lock a bit into the tool and block access to the cutter. "That's a safety device, but if your mission or your job requires you to have that cutter open all the time, you can take that bit out. Because I know you might lose it, we designed a slot in the side to hold that bit. So if that bit's out, you still have it onboard," he said.

To help with repairs, the tool also features onboard storage for two extra-long bits that have been sized to match the industry standards for all of the weapon optic mounting rings and bases.

"We took all of the optics currently in the Army inventory and found the median distance between the adjustment screws, and then we sized the flathead [screwdriver] so that it will fit all of them and won't strip any of them," SFC Hampton explained. "And we also gave the MUT a really big Phillips screwdriver. Few tool kits on multitools actually have a big Phillips. They store unobtrusively onboard the MUT, and if you need different bits, you can fit two of the standard short Leatherman bits inside each compartment with no rattle.

"Once we had elongated one of the parts, I went ahead and had it tapered," SFC Hampton continued. "So now, if you have a bolt override, which is one of the most difficult malfunctions to clear, you can reach in with this tool, hook the bolt carrier, and clear it almost instantly. To clear a bolt

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Scott R. Gourley, a freelance writer, is a contributing editor to ARMY.



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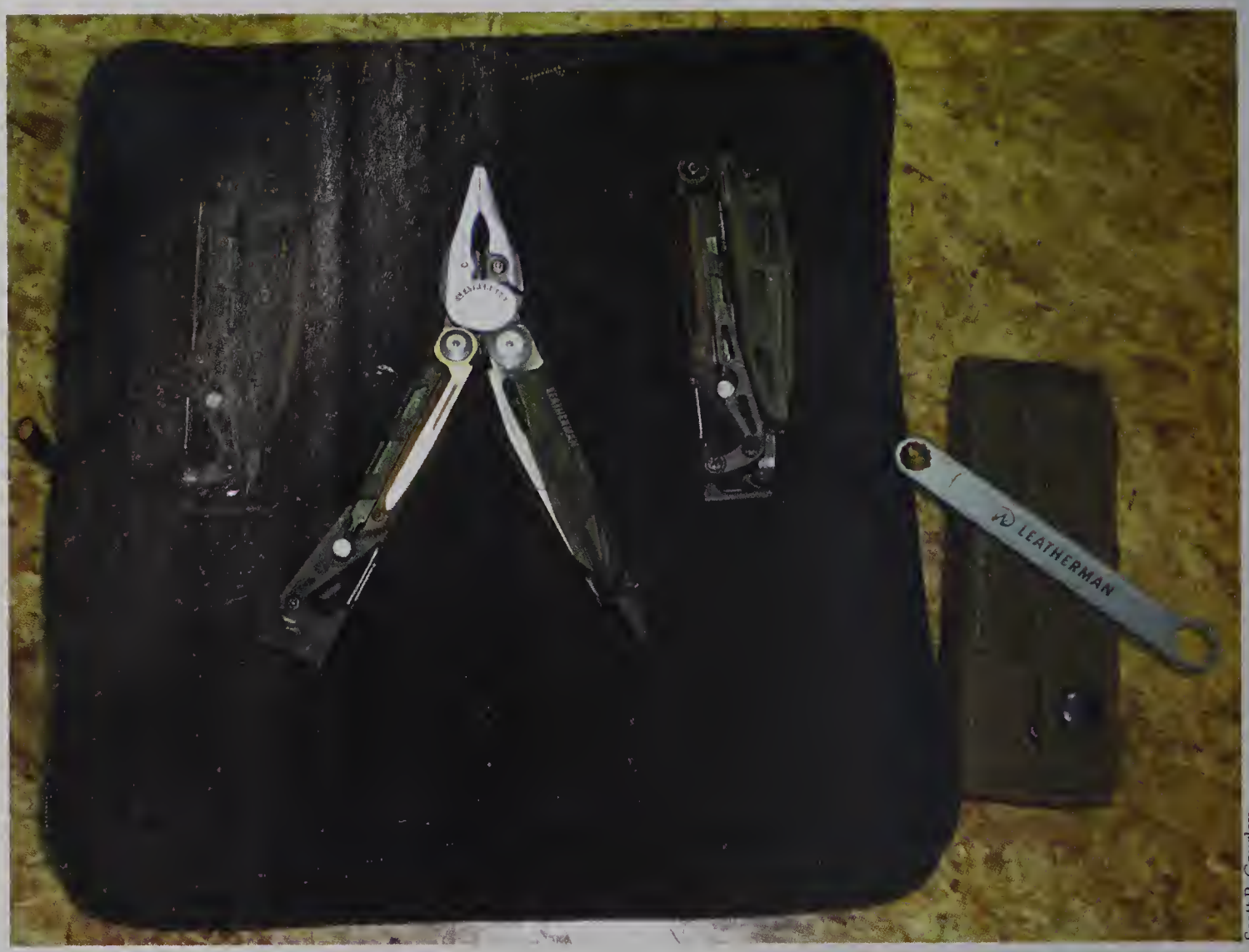
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The Leatherman MUT folds to 5 inches in length and fits into a nylon sheath with a snap closure; the sheath features a pocket to store an accessory wrench that has 1/2-inch and 3/8-inch 12-point heads for adjusting optics systems. Every breakable part is user-replaceable.

Scott R. Gourley

override, you can't move the charging handle, so you can't clear that jam. But all you have to do is move the carrier back about a quarter-inch."

The jaws have also been tapered slightly to allow soldiers to reach into their weapons to remove the firing pin, retaining pin and other small pins. "And just like everything else on the tool that can wear out, the wire cutter and the hard-wire cutter are user-replaceable," he explained. "Down here at the bottom, we've also got a stranded-wire cutter. You don't know how important that is until you actually have to cut stranded wire and it frays everywhere. This gives it a good clean cut without fraying.

"We made the pocket clip out of titanium," SFC Hampton said. "That saves a little bit of weight, but, most importantly, it will never lose its spring. As long as you have this tool, it will always snap back into position, so you don't have to worry about losing it. I also put a carabiner on it so that you have some additional carry options if you want to hook it onto your 'ruck' or your body armor. And there's a bottle opener so that when you're home, you can get into that beverage.

"The last thing we did was redesign the case," he added. "All of Leatherman's earlier attempts at a MOLLE [modular lightweight load-carrying equipment] sheath haven't quite done too well. But this is a true MOLLE spec/MOLLE attachment sheath. It's designed to hold your MUT and up to two add-on packs for different weapon systems or extensions. [It will also hold an M9 magazine.] It also carries and comes with a wrench that's 3/8-inch and 1/2-inch, and that's offset so that you can adjust your throw-lever mounts—1/2-inch and 3/8-inch are the industry standards for optic mounts."

Although the original design concept had envisioned a "jaw insert" for an explosive ordnance disposal (EOD) model, SFC Hampton did not like the early prototype's performance. As a result, the jaws were recast for a separate EOD model of the MUT that provides a perfect military-specification crimp and sacrifices the hard-wire cutters for cord cutters. Also, instead of the 1/8-inch tool punch, the EOD model features a C-4 spike—also threaded and completely removable—that facilitates blasting-cap placement.

A critical part of the design process was what SFC Hampton dubbed "Batman cool." "I wanted this tool to be cool," he said. "When I told the engineers all of the features I wanted it to have and how it needed to feel, I told them, 'If Batman—not Adam West, but the Dark Knight—had a multitool on his belt, it would have to be the MUT. It has to be Batman cool. So all of our correspondence from that point on referred to 'the Batman factor.' And I think they achieved it. It's a beautiful tool. It has a lot of heft, but not a lot of weight. It performs many functions, but, most importantly, it performs good functions for soldiers. It has everything that you really need, and it's capable of doing a lot more."

Leatherman representatives noted that the MUT, which is expected to start appearing in stores around September, will be available in utility (both blacked-out and stainless configurations) and EOD models. ★

CompanyCommand

Building Combat-Ready Teams

To: Company Commanders
From: Company Commanders

Why Bother with the Media?

Recently a company commander vented, "I'm not here to escort news reporters around. They're nothing but a distraction to me. They're disruptive to my patrols, and there's always the risk of being misquoted. And, anyway, has anything really positive ever come out of it? Where is the return on my investment?" His comments stirred many of his fellow leaders in the CompanyCommand forum to respond and share their own experiences of engaging with the media at the company level.

Erik Peterson
Past CDR, C/2-12 CAV

I found that a lot of good things come from the media, but often we don't utilize them as an asset. They are out to tell a story, and they are going to get it with or without you. If you are involved, you can tell your side of the story and present the facts. If not, you can't. I'd much rather shape what they are reporting.

I had a lot of success as a company commander when I integrated media members as part of the team. The first thing I did was give them a briefing on what was going on in my sector and what my vision was for success. Next, I found out what they were looking for in their reporting. If I could support it, great; if I couldn't, I'd let them know. Then I gave them the rules. They had access to everything in my company, and I'd give them honest answers to all their questions. Finally, I'd assign an escort, usually my executive officer or a platoon leader who was directly responsible for "assisting." In return, the press members would ensure that they would do absolutely nothing to put my troops in danger. This arrangement worked very well. A lot of times, I found that reporters didn't know how to respond when you were nice to them.

I discovered that I could learn a lot from reporters. First, reporters have a lot of contacts—their own or people working for their news outlets. More than once, I was in a dilemma, and a press member called a contact and got some pretty good data. Second, reporters interview a lot of people. They might be with you today, but the day before, they may have interviewed the commanding general, and the day before that, the Iraqi secretary of the interior. If you engage reporters, they'll talk for hours and vastly increase your situational awareness. Third, often reporters are assigned to a region and have worked there for years. They understand things that befuddle us. I would actually debrief the media after they got back from a patrol and talk about what they saw. Often, they pointed out things I'd never considered to be important but were in fact very important to the local community. Finally, sometimes you need to see yourself in a different light. I can remember a couple of moments where I got really mad at what media were reporting, only to realize that they were reporting the truth. In a counterinsurgency fight, you might not be influencing the population in the way you think you are.

In the end, I had a lot of good press. The media can be a double-edged sword and take things out of context, but I found that to be the exception, not the rule. We just need to plan how we use them.



U.S. Army/1CD PAO

Then-CPT Erik Peterson (left) confers with GEN George W. Casey Jr. when Casey was the commander of Multi-National Force-Iraq, in Baghdad, in January 2007.

Robert Ritz

Past CDR, C/1-9 CAV

Here's a lesson I had to learn the hard way. Do not trust reporters to get the story right. Do not trust them to quote you accurately. Do not trust them by expressing your thoughts "off the record." I handled the media like I handled any key-leader engagement [KLE] in Iraq. I recorded our conversations and put them on the record.

Now, while there are these downsides to talking with the media, you do need to ensure that the story of your Soldiers gets out. I am tired of hearing complaints that the media are not reporting all the good things we do downrange from the same people who refuse to interact with the media. The media are the ones who, warts and all, will showcase your Soldiers' actions. And those actions, warts and all, need to be reported. In the end, remember that reporters are using you as much as you are using them. Act accordingly and "cover your six."

Joshua Fuller

Current CDR, HHC/1-72 AR

It's very important to allow the media to embed. Having seen this go horribly wrong, however—an AP reporter once misquoted a lot of Soldiers from the platoon and wrote a politically skewed, defeatist article—I recommend that all leaders deploying in support of a military operation properly prepare themselves and their Soldiers. Media training for all of your leaders and Soldiers is very important. Soldiers need to know what they are allowed to comment on and how to give an interview. Once you arrive in theater, ensure that every one of your Soldiers understands what he is and is not allowed to say. It is never a bad idea to distribute the public affairs officer's [PAO] top talking points or messages. Finally, try as much as possible to vet the reporter and his articles without violating journalistic principles. Try to review the material soon after publication. If an article goes against current talking points, alert your PAO and your chain of command to the situation, and be prepared to explain how your Soldiers' remarks were used out of context. On the other hand, if you work with a good reporter who gives an accurate accounting of the situation on the ground (and tells the Soldiers' stories), it can be a great boon for your unit's morale. Make sure your Soldiers get a copy of anything that puts their names in print.



CPT Eric Gust encourages his fellow commanders to obtain information on reporters before they arrive at the unit.

Eric Gust

Current CDR, B/2-82 FA

The media is a double-edged sword in many ways, but as long as you are briefed on the reporter's agenda before he or she arrives, you should not be caught off guard. The following information should be given to you by your headquarters [HQ] before a reporter visits. If not, make sure you get it.

- Who is the reporter, and which news outlet is he or she from?

Soldiers' Guidelines for Engaging Reporters

Know with whom you are talking.

Before answering questions, write down the reporter's name, telephone number and the name of the news organization. Do this even if you are going to decline comment; it will discourage the reporter from persisting after you say no.

Think before you speak.

Thanks to technology, the enemy has access to what you say the moment you say it. Think before you answer. A positive, enthusiastic response can build morale and show American resolve. On the other hand, a poorly thought-out response can create false ideas, confusion or damaging speculation.

Know the role of the American press.

The representatives of the media are doing a job vital to democracy. It is not harassment when they ask you for an interview. It is harassment when they persist after you decline to comment. Do not be intimidated by people reporting for the media. If you mean no, say so and walk away.

If you agree to an interview:

- Do not attempt to speak for your unit/organization, the Army or the Department of Defense.
- Do not identify specific units/organizations, personnel strength or anything that would identify the mission.
- Do not present hearsay as fact. Label your opinion as such.
- *Everything* you say will be "on the record." Don't say anything, even in jest, that you don't want to read, see or hear later on. Contact your unit or the public affairs office for assistance with media requests.
- Relax, be yourself—a professional Soldier!
- Be confident; you control the interview.

—Excerpted from guidelines produced by CPT Sharron Stewart for her brigade.

■ What is the political slant of that outlet/organization?
■ What is the focus of the actual article/report, and does the reporter have an overall positive/negative agenda?
■ Whom does the reporter want to talk to?
■ How long is the reporter staying?

These may seem like obvious questions, but I've been surprised by how much the media situation gets finger-drilled and HQ just sends reporters down to the company level with minimal warning or information.

Joe Grigg
Past CDR, 183rd Maintenance Company

This subject is really bigger than most people realize. Most everyone reading this has been introduced to DIME [diplomacy, information, military and economic], the four elements of national power used on a strategic level. Information is a key strategic asset, and the media is the strongest weapon/asset of the information element. Every time you are interacting with (e.g., talking to, ignoring) the media, you are dealing with a strategic weapon. Aimed properly, that weapon could help get more funding from Congress, help strengthen American resolve to win the fight and possibly hurt the recruiting efforts of the enemy. If it is aimed poorly, however, it will do the opposite—cut funding, weaken American opinion and bolster the enemy. Being friendly and working with the media is always better than ignoring them. The media are a grenade that is going to go off with or without your throwing it in the right direction (and, no, you can't put the pin back in). Like a grenade, the media are a weapon that often does more damage than good and is difficult to use (e.g., being misquoted, interview bias). But the grenade is going to go off, so prepare to throw it in the right direction.

I looked at it this way. I had a company of "strategic corporals" who were capable of being heroes on the national stage if I just took a couple of hours every month and went over talking points and things not to say (left and right limits). I ensured that even my most disgruntled Soldier understood what I expected of him. Then, every time the press came around, I was as friendly as possible and extended them professional courtesy that I expected in return. I had good results from this approach. My only issue is that reporters do not have the time or print space to tell the whole story, so the public forms opinions without all the information.

Robert Murdough
Past CDR, D/1-46 IN

We should welcome reporters! We should take any opportunity we have to tell our story. We constantly hear (and say) how no one understands what we do, how no one really "gets it," how they don't know what it's really like. Who's going to tell that story if we never show anyone? Being a jerk to reporters isn't going to keep them from writing their stories. A newspaper columnist has X column inches; a TV reporter has X minutes to fill. He's going to fill it with something, whether or not you talk to him. Cooperating with the media is the best chance you have to get your story out there, the way you want it.



CPT Robert Murdough, shown here as a platoon leader in Iraq, believes that cooperating with the media is our best course of action.

Stephanie Leary
FRSA, 94th EN BN

Word of this conversation about the media spread to the Family Readiness Group (FRG) leader forum (http://frg.army.mil). Stephanie e-mailed her response to a CC member.

We family members live for news from downrange when our spouse, son or daughter is deployed. Even if the story is not about our Soldier, we find pride and satisfaction from hearing the stories of his or her teammates … who are our family, too, by association. Media reports make us feel closer to our loved ones. This can even affect family members who are not directly associated with the military as part of the FRG. When they hear of the good things our Soldiers are doing, they support the effort instead of brooding over the fact that the Army took their loved one away. More often than not, I think that the stories are good ones that need to be heard by our families and the public. Our Soldiers are doing great things out there and deserve to be noticed!

Sed Rankin
Past CDR, HHC/10th Sustainment BDE

I just finished advanced media training here at the Command and General Staff College, and the scenario we used was one in which I was a battalion commander. One of our patrols resulted in a 12-year-old child getting shot by one of our snipers. I did three "consequence-management" interviews in this training, and it was awesome. I was provided a DVD of the interviews, and even my wife watched them.

The media tell the Army story and enable us to get our story out first. Information is the *I* in DIME and is a very important aspect of the world we live in today. Our enemies are constantly using the media to portray us in a negative light with the local populace. We, too, have the opportunity to show the world what we do each day, and the media can

only report the facts if we tell and show them. So, utilize the PAO. Engage him or her, get your troopers trained on speaking to the media, and then "murder-board" them just as if they were going to a promotion board. Your Soldiers will love it, and you will have media-ready troopers. Engage the media; they are a great resource and combat multiplier.

Sharron Stewart
Future CDR, SC

When I was enlisted, I was a public affairs specialist. Once my brigade commander found out my enlisted background, I became the brigade PAO. It was my business to handle all brigade interactions with the media, to come up with talking points for those being interviewed, and to provide guidelines to deploying and redeploying Soldiers on what to say and what not to say when being interviewed. I also made and distributed plastic, pocket-sized cards that had guidelines and regulations to help keep Soldiers out of trouble in a media encounter. Whenever possible, I would oversee any media interview—not to interfere with anyone's freedom of speech, but to listen to the reporter's questions for any hint of a leading question and to interject as I saw fit. I asked the reporter to rephrase the question or told him that I needed clarity.

The media are very necessary. They are the means through which the American public is able to see our heartaches, triumphs and struggles. Yet they can also be a major distraction in a deployed unit. So, if at all possible, a school-trained PAO should serve as the media's liaison and the unit's buffer. In the "world of Stew," we would have a PAO bubba or bubbette as the media's escort while the Soldiers being profiled carried on as usual.

Sunset Belinsky
Past CDR, D/1-43 AD & 4th PAD

Every Soldier is responsible for telling the Army story. If you don't do it, the media will go to someone else, who might not get it right. At least if you invest the time in helping them get it right, you have a chance at giving them the tools to tell our story to the broader public. Even if you are not the story, every interaction goes to helping them understand the context of what you are doing. If you don't play, you can't win.

If you are concerned with being misquoted, get over it. If you are misquoted, respond directly to the reporters responsible. You will help them gain broader context even if they don't publish a correction. It doesn't hurt to ask.

This is not the Vietnam era. Most reporters have a job to do, with bosses who expect certain things out of them, just like you do. Most of them believe it is their job to tell the important stories to whomever their audience is. Most of them know very little about what you do, but they truly want to get it right.

Approach preparation for a media engagement as you would a KLE. Find out as much as you can about reporters, their "outfits," their bosses, the stories they are trying to get, etc. Use your PAO or unit public affairs representative to help you prepare. Don't neglect local-national media. They can be an important tool in getting your message out.

The media are not going away. With the increase in blogs and online news outlets, they are becoming more and more present. Speed is sometimes more important to them than accuracy. Help them get it right the first time. At the very worst, you'll be misquoted. Your boss will eventually forgive you. At best, you can establish a relationship that will serve you well as you move up. Just two cents from a PAO.



MAJ Sed Rankin recommends that we "murder-board" our Soldiers on media interviews just as we do for promotion boards.

If you are a currently commissioned officer who is committed to becoming a more effective leader and advancing the practice of company command in the Army, log on to http://CC.army.mil and connect with other like-minded professionals. If you are not a member and wish to contribute to this conversation, send your thoughts to peter.kilner@us.army.mil.



Soldier Armed

M150/M151 Mortar Fire Control System-Dismounted

By Scott R. Gourley

With an ability to provide significant high-angle fires lethality, the 120 mm dismounted mortar system provides indirect-fire support in an easily managed and rapidly deployable configuration when towed behind a Humvee. While vehicle-mounted "heavy" 120 mm mortar systems saw enhancement through programs like the M95/M96 Mortar Fire Control System-Mounted (MFCS-M), the dismounted systems lagged behind in terms of technological advancement and fire control.

The technological disparity changed in 2008 with completion of the development and test phase for the new M150/M151 Mortar Fire Control System-Dismounted (MFCS-D).

"We call it D120 for 'dismounted 120 mm,'" said Michael Wright, a systems integrator at U.S. Army Research, Development and Engineering Command.

Highlighting the new MFCS-D design at a recent defense exhibition, Wright explained, "[This] is a 300-pound-plus weapon. Before this program was developed, the 'old-school' mortar was a tube, bipod, baseplate, sight unit and [aiming] stakes. Soldiers used to take this out of the vehicle unassembled, assemble it at the site, then lay it on their target and fire. It took them about 12 minutes.

"Now, thanks to mortar fire control and the Quick-Stow trailer, we have soldiers getting rounds downrange in 45 seconds," he said. "In addition to the time, the accuracy has increased substantially. Before, their first round was basically a guess, and they could adjust fire from that. With this new system, the CEP [circular error probable] is about 200 meters. Now the first round is out fast, it hits, they adjust from that, and they are ready to fire on target."

Pointing to a "lack of sight" in the new system design, Wright highlighted how the new gunner's display design "reports your 'delta' in azimuth and elevation from the target. And, as [the traverse and elevation] wheels turn, the display numbers change. When those numbers are zero-zero, they are on target and ready to fire. It removes all the guesswork and all the error that could possibly be introduced."

The gunner's display uses KVH's universal multipurpose display, a modified commercial off-the-shelf solution.

Wright noted that the digital data could come directly from an observer (sensor to shooter) or through the Advanced Field Artillery Tactical Data System. "We use digital communications with both networks," he said.

Another unique aspect of the new design is the pointing device with isolation packaging.

"The actual azimuth and pointing elevation of the tube is being reported by a three-ring laser gyro—that's our INU [inertial navigation unit]," Wright said. "And we use an Army [Rockwell Collins] DAGR [Defense Advanced Global Positioning System (GPS) Receiver] for a GPS. The current INU on the system is the Honeywell TALIN [Tactical Advanced Land Inertial Navigator]. A 2-inch drop is about all it's capable of surviving. Now, mortar fire shock is pretty severe, and … the first round fired in a dismounted system can make the baseplate sink as much as



U.S. Army/SGT Jeffrey Alexander

PFCs Alexander Roper (left) and Bryan Balschmitter, both with Alpha Troop, 1st Squadron, 33rd Cavalry Regiment, 3rd Brigade Combat Team, 101st Airborne Division, level a 120 mm mortar tube in Khowst Province, Afghanistan.



Scott R. Gourley

On display at a defense exhibition, the new M150/M151 Mortar Fire Control System-Dismounted, with a base element that isolates shock when it is fired, allows soldiers to get rounds downrange in 45 seconds and also improves accuracy.

10 inches into the ground. That's a lot of force for the TALIN to absorb, so we developed a rail system [to house the INU]. When the first round goes out, the baseplate drops, but the TALIN stays where it is in space, then slowly realigns itself on the rails. That's how we dissipate the dynamic shock."

The combination of sliding rails, elastomer isolators and a two-handle quick-release system has been proven through live-fire testing. A fire control computer component performs computation.

A modified version of an existing touch-screen rugged tablet computer, the lightweight computer is backwards-compatible with the MFCS-M system at a lower cost. Further cost reductions are expected through expanded applications of the new design.

"The FCC does the ballistics and the communications for the system. It's a DRS Technologies MRT [military rugged tablet]," Wright said. "When we first started the [MFCS-D] product, DRS made a computer called the Strikelink. We adapted the Strikelink into what is now known as the MRT, and that is now being updated and modified to be the joint tactical tablet. They are all pretty much the same form factor.

"Another enhancement to the system does full power distribution and serial-to-Ethernet adaptation," he continued. "It's called the enhanced power distribution assembly (EPDA). In the system, when you go from the Humvee to the back of the [Quick-Stow] trailer, you actually unplug the computer. Then when you go back to the front of the Humvee, you plug it back in. For that 'hot-swap' capability, Ethernet was required. Rather than run all the LRUs [line-replaceable units] forward to the computer itself, they run to this device, the EPDA. It converts to Ethernet, and then only one Ethernet signal runs to the computer."

Additional communication ports will simplify the integration of future upgrades, such as the addition of a muzzle velocity sensor to further enhance system accuracy.

"The portable universal battery supply [PUBS] provides the power supply for the entire system," Wright said. "It includes eight BB-2590 standard ASIP [Advanced System Improvement] SINCGARS [Single Channel Ground and Airborne Radio System] batteries. The PUBS will fully recharge them, and seven of them are hot-swappable while the system remains fully operational. You just pull two pins on the rack, it slips open, you pull the cover off, and you can put batteries in all day. It also will take any BB-2590 form factor.

"There are rechargeable designs, non-rechargeable and different power levels. It will take them. It will detect whether it is rechargeable or not, and it knows not to attempt to recharge a nonrechargeable battery. Any standard NATO input will charge it, and it will run the system [on batteries] at ambient for about 13 hours. Testing is complete, and the FUE [first unit equipped] will be in the continental United States in March," Wright said.

Elbit Systems of America was awarded a systems integration contract in April 2009 to take the Army-designed fire control system and manufacture, procure, integrate and install the enhancements as kits at both continental United States and international locations. The initial installations of the MFCS-D kits were performed in April 2010 at the 3rd Infantry Brigade Combat Team, 25th Infantry Division.

U.S. Army program descriptions credit MFCS-D as "the first system of its kind to bring digital fire control technology and its associated benefits to a ground mounted mortar system. With its advanced features and capability for expansion, it lays the groundwork for future iterations of the system for the 120 mm weapon as well as for the 81 mm and 60 mm ground mounted mortar weapons." ★

AUSA Sustaining Member Profile

SKYDEX

Corporate Structure—Founded: 1998. CEO and President: Mike Buchen. Headquarters: 12503 E Euclid Drive, Suite 60, Centennial, CO 80111. Telephone: 303-790-4003. Fax: 303-799-6434. Web site: www.SKYDEX.com.

Protecting Things That Matter™

Convoys across the desert, patrolling the waters, keeping guard at base and surveying airspace… While you probably don't ever see SKYDEX technology, it's currently integrated into a number of military applications. By limiting the blast waves of exploding improvised explosive devices (IEDs), absorbing the shock of high-speed boats and making sure that head-to-toe personal gear protects and fits, SKYDEX is protecting things that matter.

SKYDEX: Engineering Protection

After starting out producing cushioning components for running shoes, SKYDEX has transformed into a designer, marketer and manufacturer of a vast range of lifesaving products by challenging traditional cushioning materials with the company's patented, customizable technology. Located in Centennial, Colo., SKYDEX's on-site engineering and development team offers more than 45 years of mechanical, materials and design experience. SKYDEX engineers have the ability to design, prototype, test and integrate SKYDEX technology to meet specific goals and product requirements. With an understanding of specific military requirements, SKYDEX engineers pride themselves on creating high-quality products while effectively meeting accelerated schedules. Every day, SKYDEX engineers are working to advance existing systems and create new solutions for today's most demanding military environments.



Offering a number of products under the SKYDEX name, including helmet pads, knee and elbow pads, boat decking and blast limiting panels, SKYDEX also partners with a number of military organizations to develop the latest advanced protection systems. SKYDEX is dedicated to providing superior customer service and works with military suppliers to integrate its technology into the latest designs. SKYDEX's engineers and business-development professionals assist in research and design, system integration, the establishment of production processes and installation.

Manufacturing Protection

SKYDEX outsources all of its manufacturing to top-of-the-line, International Organization for Standardization 9000 facilities in the United States and Canada. SKYDEX engineers work with other industry experts to develop new materials and manufacturing methods. Using engineered plastics, such as thermoplastic polyurethane, SKYDEX materials retain their cushioning and protective characteristics much longer than traditional cushioning materials. In addition, the elastomeric resin and film used to create SKYDEX products can be modified to achieve fire-retardant, antimildew, antifungus and antistatic qualities—and others. With manufacturers located throughout the United States, SKYDEX has a seemingly endless production capacity and immediate access to the necessary materials and equipment to rapidly produce prototypes through long-term mass production.

Blast Limiting

With the increasing threat of IEDs and military vehicle programs' emphasis on providing enhanced blast protection, SKYDEX engineered a system that absorbs blast waves and decreases the pressure transmitted from explosions. Working with leading vehicle manufacturers, SKYDEX developed blast-limiting flooring for the latest vehicles being fielded to Iraq and Afghanistan, including the Buffalo and Cougar mine resistant ambush protected (MRAP) vehicles manufactured by Force Protection and the recently awarded MRAP all-terrain vehicles produced by Oshkosh. Continuing its innovation in protecting vehicle occupants and providing prototype designs for new applications, SKYDEX will remain on the forefront of blast-limiting methods to address current and future dangers associated with explosive blast waves and overpressure.

Impact Mitigation and Vibration Absorption

SKYDEX is currently working with the Department of Defense at Camp Arifjan, Kuwait, and Aberdeen Proving Ground, Md., to address the ongoing and increasing issue of lower-back, or lumbar, pain resulting from prolonged sitting in military vehicles. Having already passed field testing in Kuwait, the Convoy Seat cushion overlay produced by SKYDEX offers a portable seat cushion that attaches to the current seat design to absorb impact and reduce the vibration experienced in today's military vehicles. By lessening the pain created by uneven roads and better aligning the spine and lumbar for extended periods of time, the Convoy Seat is helping improve soldiers' cognitive skills through comfort and enhanced protection.

Community Involvement

SKYDEX is committed to supporting both individuals and other organizations dedicated to improving the experiences of our armed forces, veterans and their families. SKYDEX is a gold sponsor of the American Freedom Foundation and the Best Ranger Competition, a Walter Reed Army Medical Center corporate sponsor and an Army Ten-Miler team sponsor.

SKYDEX and the Military

In 2003, SKYDEX began engineering products for the military that still protect America's warfighters today. To date, SKYDEX has fielded hundreds of thousands of helmet pads, knee pads and square feet of boat decking to protect our servicemembers. With the ability to absorb more impact in less space, SKYDEX products provide the highest level of protection while offering cushioning features that help soldiers focus on their duties instead of their equipment.

SKYDEX's commitment to the military has made the company what it is today and will drive its growth and success going forward. SKYDEX is protecting those who protect us—protecting things that matter.

Reviews

A Chronicle of Combat

War. *Sebastian Junger. Twelve. 287 pages; $26.99.*

By CSM Jimmie W. Spencer
U.S. Army retired

Sebastian Junger's new book, *War,* is a scathing account of what it is like to be a 21st-century American infantryman in combat. Junger, author of *The Perfect Storm,* spent months embedded with a U.S. Army Airborne infantry platoon deployed in the Korengal Valley, Kunar Province, Afghanistan. The valley is not very large, about 6 miles long, but the soldiers of Second Platoon, Battle Company, 173rd Airborne Brigade, who spent 15 months there, paid dearly for every square foot.

Battle Company's mission in this remote valley was to intercept Taliban fighters coming into Afghanistan from Pakistan and to win the hearts and minds of the mostly hostile local civilians. Junger and his photographer, Tim Hetherington, embedded with Second Platoon, find themselves in a remote outpost under siege. The platoon can't leave its base camp without getting into a firefight and taking casualties. This is their story: war as soldiers actually live it.

Junger has joined a long list of authors who, despite the fact that they have never served, have managed to capture the essence of soldiering. His work reinforces what we know or think we know about combat and its impact on the young soldiers who experience it: "Combat infantry carry the most, eat the worst, die the fastest, sleep the least and have the most to fear. But they're the real soldiers, the only ones conducting what can be considered 'war' in the most classic sense and everyone knows it."

Junger could be writing about the exploits of the "Greatest Generation" or the plucky young men who fought in the jungles of Vietnam, but he isn't. He is writing about our sons, our friends, the kid who lives down the street—all doing what we ask them to do, to fight and, if necessary, to die in defense of our country. That's why we sent them there. It's all part of a master plan in



this war on terrorism, and the soldiers of Second Platoon in the Korengal Valley couldn't care less. The how and why is not important. What is important to them is that they are there with a job to do. Politics and strategy are not discussed by the soldiers or Junger.

Combat has been defined as hours and hours of boredom punctuated by moments of sheer terror, and Junger discovers firsthand just how true that is. He uses his considerable literary skills to tell their story, a story of young men under stress, fighting for their living, dealing with boredom and coping with loss—the loss of a friend, someone who was a member of the team, their military family. That military family is the only thing that matters.

War is a terrific book, and my only criticism is that although Junger feels what the soldiers feel, fears what the soldiers fear and thinks what the soldiers think, he sometimes speaks *for* them instead of *about* them, and the reader would like to know more about the men of Second Platoon. He has joined the team physically, mentally and spiritually, but he spends too much time telling us how he is coping with the stress of combat.

The one exception is a seasoned non-

> ***"War is a big and sprawling word that brings a lot of human suffering into the conversation, but combat is a different matter. Combat is the smaller game that young men fall in love with, and any solution to the human problem of war will have to take into account the psyches of these young men. For some reason there is a profound and mysterious gratification to the reciprocal agreement to protect another person with your life, and combat is virtually the only situation in which that happens regularly. These hillsides of loose shale and holly trees are where the men feel not most* alive*—that you can get skydiving—but the most utilized. The most necessary. The most clear and certain and purposeful. If young men could get that feeling at home, no one would ever want to go to war again, but they can't."***
>
> ***—From* War**

commissioned officer, Brendan O'Byrne, the face of Second Platoon in *War*. SGT O'Byrne is a young, intelligent and hardened combat leader with a self-destructive lifestyle. He and his fellow soldiers, like all combat infantry, "cultivate a certain disdain for anyone who has it better, which is basically everyone."

The most severe blow that the soldiers of Battle Company had to endure came after *War* was published. After five years, 42 U.S. soldiers killed, and countless wounded physically, emotionally and mentally, the Army decided to abandon the valley. It was, apparently, just not worth it.

CSM Jimmie W. Spencer, *USA Ret., is director, Noncommissioned Officer and Soldier Programs, at the Association of the U.S. Army.*

Politics and the Army

Our Army: Soldiers, Politics, and American Civil-Military Relations. *Jason K. Dempsey. Princeton University Press. 266 pages; index; paper, $26.95.*

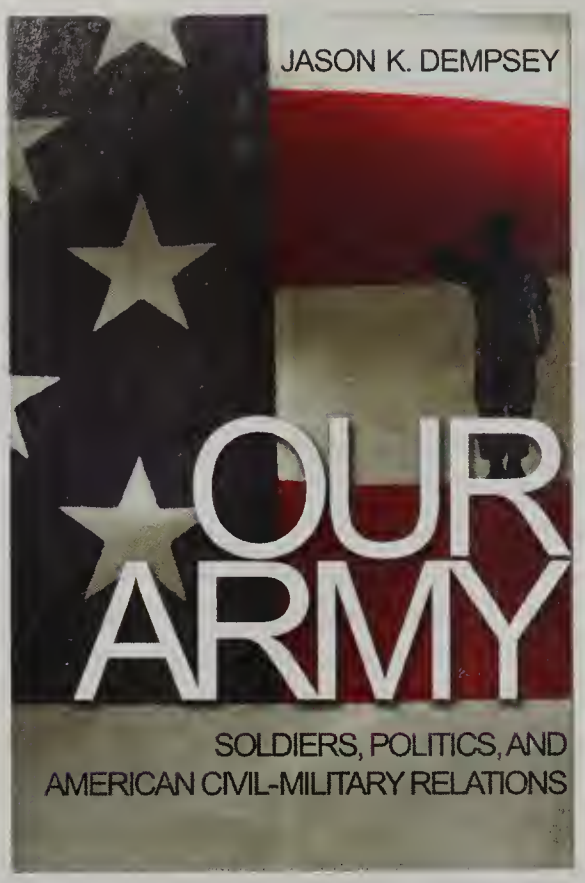
By COL Gregory Fontenot
U.S. Army retired

LTC Jason K. Dempsey's *Our Army* adds to the work of military sociology in important ways and is useful fodder for thought for soldiers and civilians. Dempsey's volume is a worthy addition to works by Morris Janowitz, Samuel Huntington and Charles Moskos. Dempsey's work is statistical and analytical and ultimately cautions both soldiers and civilians on the politicization of the Army. He advances two theses in *Our Army:* "to add some depth to our understanding of the people who serve in the American military" and "to highlight to the members of the Army the dangers, and impropriety, of conflating identification with a political party or political ideology with military service."

Dempsey succeeds in his first effort. His data stems from his own work with U.S. Military Academy cadets but also with broader surveys by the Annenberg Public Policy Center, the Military Times organization and several others that focus primarily on the 2004 national elections and understanding the views of soldiers. Dempsey is clear that his study is limited to the Army rather than across the armed forces, and he makes no claims for his work other than that it illuminates attitudes in the Army. Although he does some comparison with the findings of his predecessors in the field, he is more interested in determining how soldiers see themselves in a political context. What he learned is interesting and, in some ways, reassuring.

Dempsey debunks the idea held by many that the Army is overwhelmingly conservative and Republican. He finds, unsurprisingly, that older, more senior officers are more conservative than their juniors and that the Officer Corps is more conservative and more likely





Republican than warrant officers and enlisted soldiers. Taken altogether, his conclusions suggest that the Army is unlikely to challenge the Constitution.

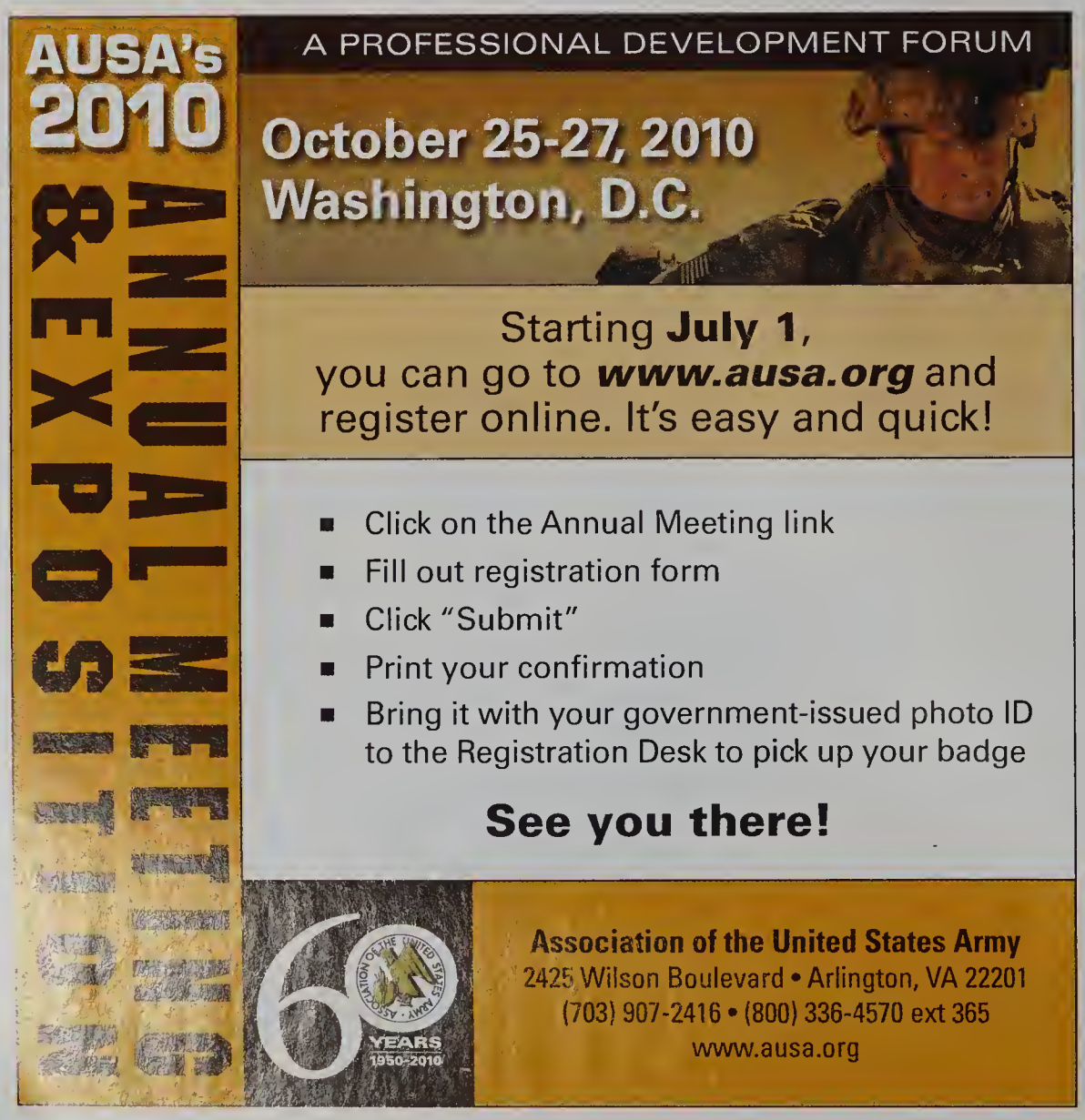
Dempsey is, however, alarmed and seeks to alarm the rest of us on the matter of post-retirement political activity by officers in particular, something he finds objectionable. He is less compelling in developing this second thesis of cautioning soldiers that they must eschew politics both before and after retiring, or at least on trading on their military record to generate authority for their viewpoints. Despite the fact that a number of soldiers have run for office and have been elected even to the presidency—evidence that this trend need not alarm—he remains concerned. Huntington in *The Soldier and the State* argued that political viewpoints worked against a truly professional Officer Corps. Still, he did not perceive political activity as a threat to the Constitution, but rather to producing the best Army possible. Dempsey is not so sanguine.

In a chapter entitled "The Way Forward," Dempsey questions political activities of retired Army officers such as GEN Tommy Franks, GEN John Shalikashvili, MG John Batiste and MG Paul Eaton. He believes that their endorsement and/or criticism of civilian politicians is, to say the least, unseemly, trading as it does on their resumes as soldiers for advantage in the political discourse. Surveys and analysis, however, do not support Dempsey's assertion. Perhaps he might have done better if he had let his readers reach their own conclusions.

The argument that a soldier should not trade on his past record as the grounds for political activity after retiring is just not convincing given our history. John Kennedy and John Kerry, both having served as junior officers in the Navy, sought to capitalize on their wartime service to advance their political causes. Right or wrong, this is a proven technique in elections both recent and historically remote.

Despite this criticism, Dempsey has written a powerful book that deserves a place on the same shelf as the works of Janowitz and Huntington. *Our Army* also argues, rightly, that officers are required to provide military advice which is invariably, at the strategic level, policy and therefore associated with politics. This assertion is better supported than his views on the ethics of post-retirement political activities. With respect to his caution, the merits of the case should be debated within the Army. The Army of the United States is the province of the Constitution, and soldiers periodically need to be reminded of that salient fact.

COL Gregory Fontenot, USA Ret., is the director of the University of Foreign Military and Cultural Studies at Fort Leavenworth, Kan. He is a coauthor of On Point: The U.S. Army in Operation Iraqi Freedom.



Varied Fare

Operation Mincemeat: How A Dead Man and a Bizarre Plan Fooled the Nazis and Assured an Allied Victory. *Ben Macintyre. Harmony Books. 416 pages; black-and-white photographs; index; $25.99.*

In 1943, before the Allied invasion of Sicily, British naval intelligence officer Ewen Montagu and Charles Chol-

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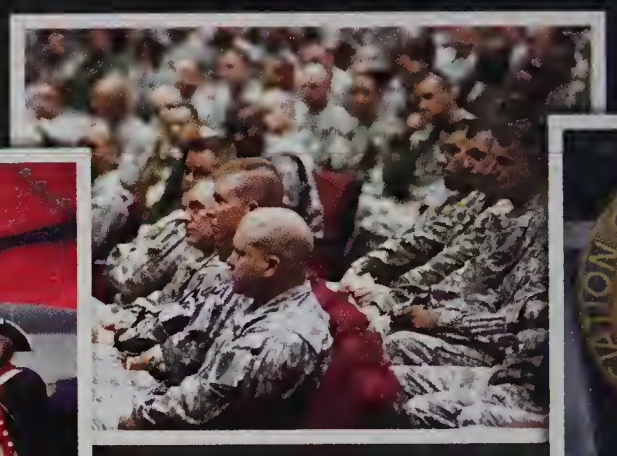
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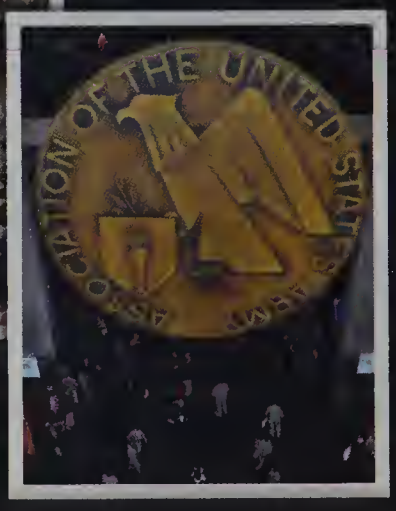
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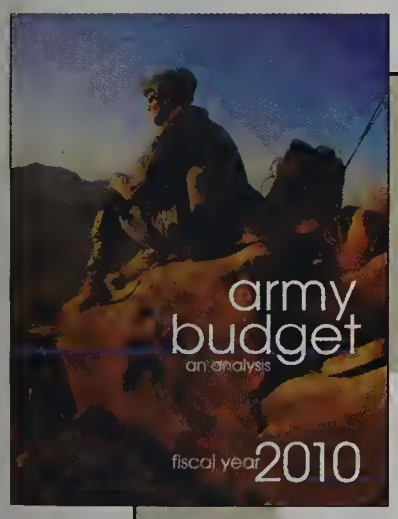
mondeley of MI5, Britain's security service, orchestrated a plan to mislead the Germans as to where the upcoming invasion would take place. Called Operation Mincemeat, the plan may be familiar to readers as the subject of Montagu's postwar best seller *The Man Who Never Was* and the eponymous movie. In *Operation Mincemeat*, however, Ben Macintyre fills in the gaps in the story of this mythic fraud—some of which Montagu purposely left open—with meticulous research and excellent storytelling. In this intriguing account, Macintyre examines Operation Mincemeat's manipulation of reality and the double lives of the men and women who made it a success.

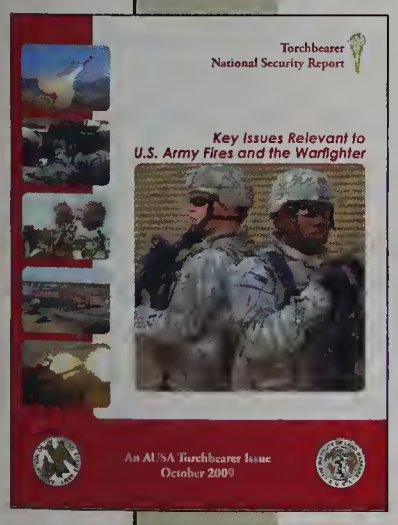


Montagu and Cholmondeley's stunningly detailed subterfuge involved releasing a corpse dressed as a Royal Marine officer off the shore of Huelva, Spain, to be discovered chained to a briefcase of fake secret documents that laid out Allied "plans" for an invasion of Sardinia and Greece, with a phony invasion of Sicily as a cover. The British were counting on supposedly neutral Spain to hand over the documents to German spies in the area, who would then pass along the information to the highest reaches of Nazi power. The deception worked better than they had hoped (as confirmed by double agents and British spies working in the Iberian Peninsula), and the Germans left Sicily much less fortified than they otherwise might have, contributing to a shorter invasion than the Allies had expected.

The story of Operation Mincemeat is the stuff of fiction, literally—many of those directly or indirectly involved wrote spy novels either before or after the war, including Ian Fleming, Basil Thomson and John Masterman. Indeed, in coming up with the plan, Montagu and Cholmondeley approached the problem as if plotting a book, even going so far as to give the made-up Royal Marine a fiancée and stern letters from his father about his debts. British espionage thinkers, including Charles Cholmondeley, were required to "imagine the unimaginable and try to lure the truth toward it"; the planners of Operation Mincemeat did this so well that, combined with an incredible "wish to believe" on the part of the Germans, they managed to sway, if only by a little, the course of history.

—Sara Hov





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Historically Speaking

Our 50-Star Flag at 50

By BG John S. Brown
U.S. Army retired

July 4 marks the 50th anniversary of our 50-star flag. In 1818, Congress agreed to add an additional star to the flag on the Fourth of July following the admission of each new state. In July 1960, the new star honored the admission of Hawaii into statehood.

American soldiers have served under the 50-star flag longer than under any other flag in their history. The runner up would be the 48-star flag of World Wars I and II, officially flown from July 4, 1912, through July 3, 1959. Nine of our 27 official flags have lasted for one year only, including the 49-star flag that followed the statehood of Alaska in January 1959.


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Changes to our flag have reflected the growth of our country. The first generation of official flags, including the so-called Betsy Ross Flag, featured 13 stars and 13 stripes, albeit without a fixed "constellation" for the stars. The Constitution recognized the principle of adding new states to the 13 that had gained their independence from Great Britain. The Northwest Ordinance, approved by Congress in 1789, created a basic framework for doing so. Land outside of the states and under federal control would be organized into territories. The President of the United States, with the advice and consent of the Senate, would appoint territorial governors and other officers. When the population eligible to vote passed "5,000 free male inhabitants of full age," it could apply to form a legislature, and when the population passed 60,000, it could apply to become a state. Vermont and Kentucky had become states by 1794, provoking a redesign of the flag to 15 stars and 15 stripes.

Tennessee, Ohio, Louisiana, Indiana and Mississippi were admitted without changing the flag, largely because adding stars and stripes seemed ungainly. In 1818, with new states grousing about lack of representation on the flag and more states on the way, Congress hit upon the solution of adding stars but not stripes. Indeed, it cut the stripes back to 13 to honor the original states. The 20-star flag of 1818 morphed to 21 in 1819 with the admission of Illinois, and then to 23 in 1820 with the admission of Alabama and Maine. In quick succession, Missouri, Arkansas, Michigan, Florida, Texas, Iowa, Wisconsin, California, Minnesota and Oregon each provoked a redesign of the flag before the next new state came along to add yet another star.

The Confederate States of America sought to take 11 stars off the flag, but the Union would have nothing of it. Indeed, the wartime Union flag added stars for Kansas, West Virginia and Nevada while hanging on to the stars representing the Confederate states against which it was arrayed in battle. After the Civil War and Reconstruction, the readmission of former Confederate states allowed the math correlating stars and participating states to once again come out right, including the admission of Nebraska and Colorado in the interim. The 38-star flag of 1877 lasted 13 years before the admission of North Dakota, South Dakota, Montana, Washington and Idaho resulted in five more stars within a single year. Wyoming added another star in 1891, Utah one in 1896, Oklahoma one in 1908, and Arizona and New Mexico one each in 1912.

No star has been added to the United States flag without the blood, sweat and tears of American soldiers. The original 13 states gained their independence in a war in which they suffered 50,000 casualties. The 10 states of the Old Northwest and Old Southwest were not actually secured until the conclusions of the War of 1812 and overlapping Indian Wars that cost around 30,000 casualties, all told. The dozen-plus states represented by the Louisiana Purchase and the state of Florida ostensibly came in through financial transactions, but these real-estate deals did not have the support of Native Americans already on the ground. The Seminoles alone inflicted more than 10,000 casualties, and the tribes of the Trans-Mississippi West inflicted thousands more. The Mexican War brought in the territory of what would eventually be a half-dozen states and bits and pieces of several more. More than 13,000 Americans died in the Mexican War.

Territory, once acquired, was to be settled. The leading waves of settlement inevitably were secured by the U.S. Army, in some places for generations. Often the first engineers, mapmakers and medical practitioners were soldiers. Beyond the sacrifices made to add new stars, one should



NASA/James B. Irwin

Above, astronaut David R. Scott, Apollo 15 commander, salutes the U.S. flag deployed on the moon in 1971; each of the six Apollo missions that landed on the moon left a flag. Right, U.S. special operations troops salute the flag during an award ceremony of a multinational team skill competition at Camp Bullis, Texas.



U.S. Army/SFC Felix A. Figueroa

an order of magnitude. We have pressed science and technology forward with dizzying speed. Six of our 50-star flags now stand on the moon. Perhaps more important, our soldiers for some time have defended the concept of an international community even larger than the nation itself. Our adversaries know this. Hundreds of those who died in the 9/11 attacks on the World Trade Center were from more than 70 countries other than the United States. They were participants in an open economic, political and social family of nations that is anathema to our enemies.

Each of the 50 stars on our flag represents a unique state with a unique history. Each of those states is heavily indebted to the American soldier for its very existence. Now a broader vision of freedom and dignity for all humankind depends upon that soldier as well. ★

consider the sacrifices made to keep them together in the Civil War or to defend them in the 20th century. American soldiers fought and died on the soil of Alaska and Hawaii as recently as World War II. That tradition of defending American soil, of course, continues.

Since we have added no new states in 50 years, are we past our prime? Hardly. We have grown in a different direction since 1960. Our population has almost doubled, our production of many commodities almost tripled, and our gross national product soared by more than

---

***BG John S. Brown**, USA Ret., was chief of military history at the U.S. Army Center of Military History from December 1998 to October 2005. He commanded the 2nd Battalion, 66th Armor, in Iraq and Kuwait during the Gulf War and returned to Kuwait as commander of the 2nd Brigade, 1st Cavalry Division, in 1995. He has a doctorate in history from Indiana University. His book,* Kevlar Legions: Army Transformation 1989–2005, *is forthcoming.*

Recommended Reading:

Hartzog, William W., *American Military Heritage: U.S. Army* (Washington, D.C.: Center of Military History, 2001)

Hogan, David W., Jr., *Centuries of Service: The U.S. Army, 1775–2005* (Washington, D.C.: Center of Military History, 2005)

Stewart, Richard W., ed., *American Military History, Volumes I and II* (Washington, D.C.: Center of Military History, 2005)

IN CONGRESS, JULY 4, 1776.

A DECLARATION

BY THE REPRESENTATIVES OF THE

UNITED STATES OF AMERICA,

IN GENERAL CONGRESS ASSEMBLED.

WHEN in the Course of human Events, it becomes necessary for one [illegible] to dissolve the Political Bands which have connected them with another, and to assume among the Powers of the Earth, the separate and equal Station to which the Laws of Nature and of Nature's God entitle them, a decent Respect to the Opinions of Mankind requires that they should declare the causes which impel them to the Separation.

WE hold these Truths to be self-evident, that all Men are created equal, that they are endowed by their Creator with certain unalienable Rights, that among these are Life, Liberty, and the Pursuit of Happiness. That to secure these Rights, Governments are instituted among Men, deriving their just Powers from the Consent of the Governed, that whenever any Form of Government becomes destructive of these Ends, it is the Right of the People to alter or to abolish it, and to institute new Government, laying its foundation on such Principles, and organizing its Powers in such Form, as to them shall seem most likely to effect their Safety and Happiness. Prudence, indeed, will dictate that Governments long established should not be changed for light and transient Causes; and accordingly all Experience hath shewn, that mankind are more disposed to suffer, while Evils are sufferable, than to right themselves by abolishing the Forms to which they are accustomed. But when a long train of abuses and usurpations, pursuing invariably the same Object evinces a Design to reduce them under absolute Despotism, it is their right, it is their duty, to throw off such Government, and to provide new Guards for their future Security. Such has been the patient Sufferance of these Colonies; and such is now the necessity which constrains them to alter their former Systems of Government. The History of the present King of Great-Britain is a history of repeated injuries and Usurpations, all having in direct object the Establishment of an absolute Tyranny over these States. To prove this, let Facts be submitted to a candid world.

He has refused his Assent to Laws, the most wholesome and necessary for the public Good.

He has forbidden his Governors to pass Laws of immediate and pressing Importance, unless suspended in their operation till his Assent should be obtained; and when so suspended, he has utterly neglected to attend to them.

He has refused to pass other Laws for the Accommodation of large Districts of People, unless those People would relinquish the Right of Representation in the Legislature, a Right inestimable to them, and formidable to Tyrants only.

He has called together Legislative Bodies at Places unusual, uncomfortable, and distant from the Depository of their Public Records, for the sole Purpose of fatiguing them into Compliance with his Measures.

He has dissolved Representative Houses repeatedly, for opposing with manly Firmness his Invasions on the Rights of the People.

He has refused for a long Time, after such Dissolutions, to cause others to be elected; whereby the Legislative Powers, incapable of Annihilation, have returned to the People at large for their exercise; the State remaining, in the mean time exposed to all the Dangers of Invasion from without, and Convulsions within.

He has endeavoured to prevent the Population of these States; for that Purpose obstructing the Laws for Naturalization of Foreigners; refusing to pass others to encourage their Migrations hither, and raising the Conditions of new Appropriations of Lands.

He has obstructed the Administration of Justice, by refusing his Assent to Laws for establishing Judiciary Powers.

He has made Judges dependent on his Will alone, for the Tenure of their Offices, and the Amount and Payment of their Salaries.

He has erected a Multitude of new Offices, and sent hither Swarms of Officers to harass our People, and eat out their Substance.

He has kept among us, in Times of Peace, Standing Armies, without the Consent of our Legislatures.

He has affected to render the Military independent of and superior to the Civil Power.

He has combined with others to subject us to a Jurisdiction foreign to our Constitution, and unacknowledged by our Laws; giving his Assent to their Acts of pretended Legislation:

For quartering large Bodies of Armed Troops among us:

For protecting them, by a mock Trial, from Punishment for any Murders which they should commit on the Inhabitants of these States:

For cutting off our Trade with all Parts of the World:

For imposing Taxes on us without our Consent:

For depriving us, in many Cases, of the Benefits of Trial by Jury:

For transporting us beyond Seas to be tried for pretended Offences:

For abolishing the free System of English Laws in a neighbouring Province, establishing therein an arbitrary Government, and enlarging its Boundaries, so as to render it at once an Example and fit Instrument for introducing the same absolute Rule into these Colonies:

For taking away our Charters, abolishing our most valuable Laws, and altering fundamentally the Forms of our Governments:

For suspending our own Legislatures, and declaring themselves invested with Power to legislate for us in all Cases whatsoever.

He has abdicated Government here, by declaring us out of his Protection and waging War against us.

He has plundered our Seas, ravaged our Coasts, burnt our Towns, and destroyed the Lives of our People.

He is, at this Time, transporting large Armies of foreign Mercenaries to compleat the Works of Death, Desolation and Tyranny, already begun with circumstances of Cruelty and Perfidy, scarcely paralleled in the most barbarous Ages, and totally unworthy the Head of a civilized nation.

He has constrained our fellow Citizens taken Captive on the high Seas to bear Arms against their Country, to become the executioners of their Friends and Brethren, or to fall themselves by their Hands.

He has excited domestic Insurrections amongst us, and has endeavoured to bring on the Inhabitants of our Frontiers, the merciless Indian Savages, whose known Rule of Warfare, is an undistinguished Destruction of all Ages, Sexes and Conditions.

In every stage of these Oppressions we have Petitioned for Redress in the most humble Terms: Our repeated Petitions have been answered only by repeated injury. A Prince, whose Character is thus marked by every act which may define a Tyrant, is unfit to be the ruler of a free People.

NOR have we been wanting in Attentions to our British Brethren. We have warned them from Time to Time of attempts by their Legislature to extend an unwarrantable Jurisdiction over us. We have reminded them of the Circumstances of our Emigration and Settlement here. We have appealed to their native Justice and Magnanimity, and we have conjured them by the Ties of our common Kindred to disavow these Usurpations, which would inevitably interrupt our Connections and Correspondence. They too have been deaf to the Voice of Justice and of Consanguinity, which, we must, therefore, acquiesce in the necessity, which denounces our Separation, and hold them, as we hold the rest of Mankind, Enemies in War, in Peace Friends.

WE, therefore, the Representatives of the UNITED STATES OF AMERICA, in General Congress, Assembled, appealing to the Supreme Judge of the World for the Rectitude of our Intentions, do, in the Name, and by Authority of the good People of these Colonies, solemnly publish and declare, That these United Colonies are, and of Right ought to be, Free and Independent States; that they are Absolved from all Allegiance to the British Crown, and that all political Connection between them and the State of Great-Britain, is and ought to be totally dissolved; and that as Free and Independent States, they have full Power to levy War, conclude Peace, contract Alliances, establish Commerce, and to do all other Acts and Things which Independent States may of right do. And for the support of this Declaration, with a firm reliance on the Protection of Divine Providence, we mutually pledge to each other our Lives, our Fortunes and our sacred Honor.

Signed by ORDER *and in behalf of the Congress*,

JOHN H[illegible]

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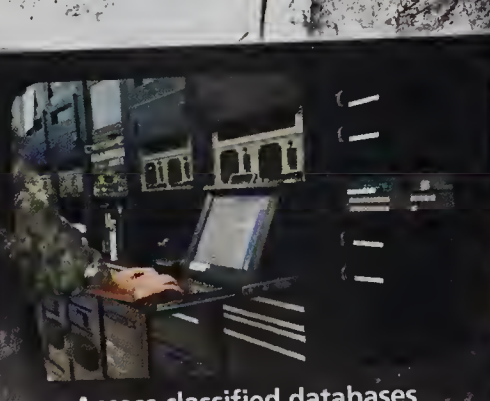
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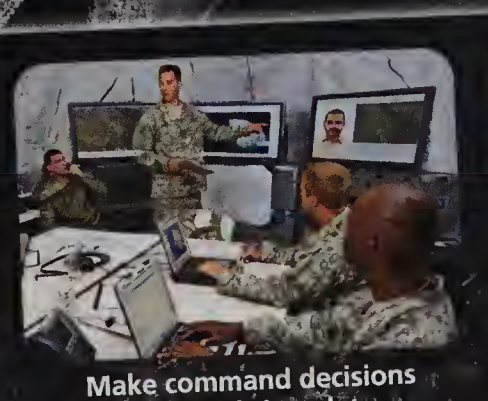
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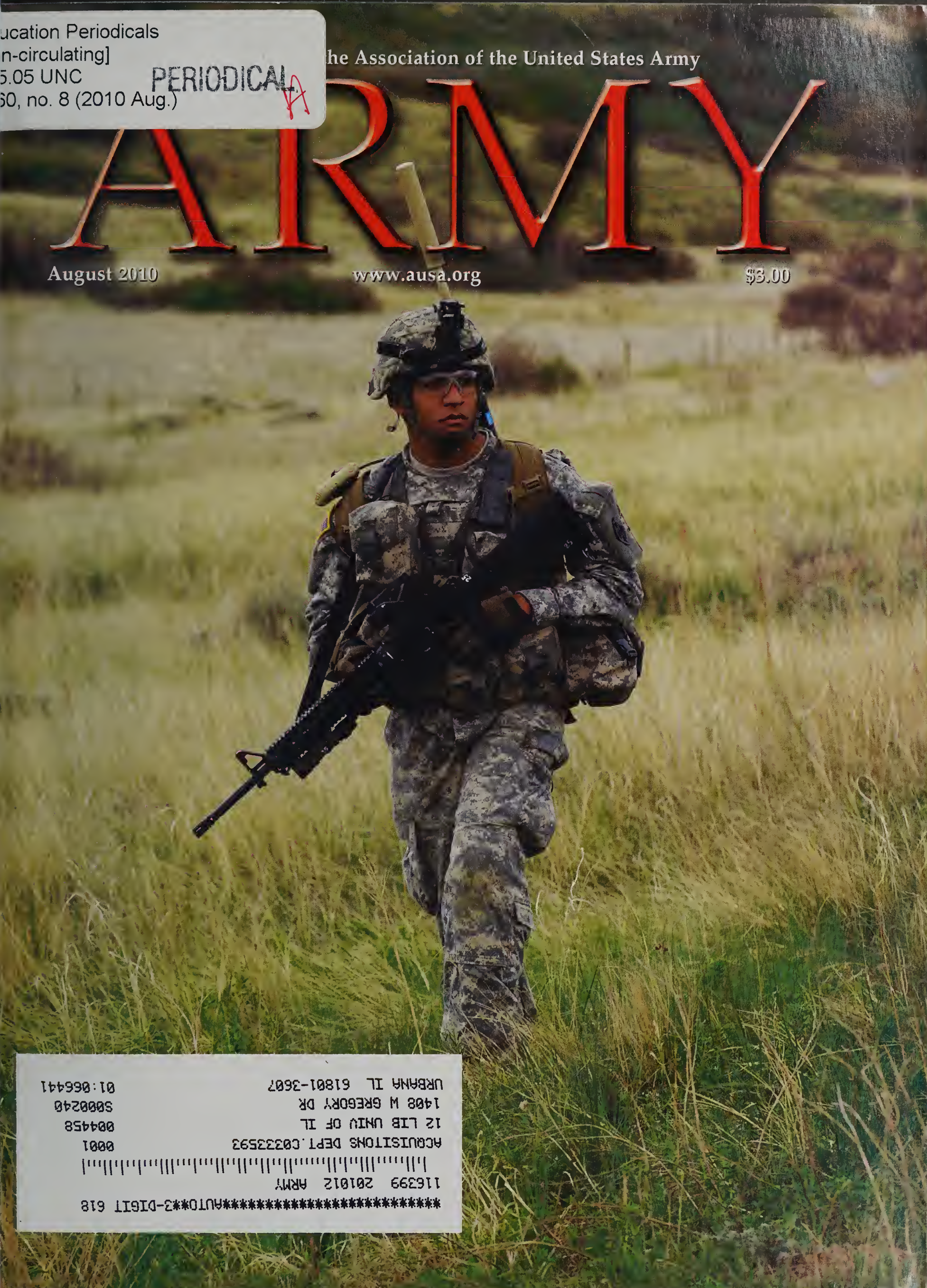
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FRONT & CENTER

Korean War Lessons *By GEN Frederick J. Kroesen, USA Ret.* ***Page 17***
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FEATURES











Training for Afghanistan on America's High Ground
Photographs and Text by Dennis Steele
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Building the Right Combat Advisor Capability for the Army
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BCT Modernization Accelerates on Parallel Pathways *By Scott R. Gourley*
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CompanyCommand—Building Combat-Ready Teams: Combined Action in Afghanistan
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Letters

'Can We Do It Right?'

■ Regarding retired GEN Frederick J. Kroesen's "Front & Center" column—"Can We Do It Right?"—in the June issue of ARMY, I think it should be remembered that Vietnam is not the only war from which we need to learn lessons about the current conflicts in Iraq and Afghanistan.

Our enemies have frequently tried one last "roll of the dice" for which we must prepare—the Germans did it to us in both World Wars I and II, the Japanese would have done it in World War II but for the atomic bombings and the emperor's surrender, and we experienced late attacks in both the Indian Wars and the War of 1812. GEN Kroesen is quite right that we need to expect it and plan for it—not only tactically and operationally, but also strategically, due to the potential for impact in the media and on the home front.

Michael B. Mintzer
Stafford, Va.

'Recognizing Valor'

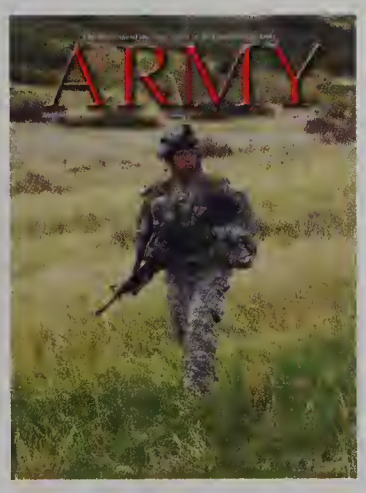
■ I read retired BG John S. Brown's excellent article, "Recognizing Valor," in the June issue of ARMY ("Historically Speaking"). I might add that the design of the current Army Medal of Honor was the result of a Civil War veteran's efforts to make it distinct from other patriotic group awards and medals awarded in the latter part of the 19th century. MG George Gillespie Jr., Chief of Engineers and a Civil War Medal of Honor awardee himself, led a group at the War Department to redesign the current medal and then championed the effort to gain congressional approval in 1904. The medal is sometimes called the "Gillespie medal."

Two Civil War veterans were pictured with the article. GEN Theodore Schwan was awarded his Medal of Honor for actions as a first lieutenant at Peebles Farm, Va., in 1864. COL Frederick Fuger was a sergeant in 1LT Alonzo Cushing's battery (A/4th U.S. Artillery) on July 3, 1863, during Pickett/Pettigrew's charge. He took charge of the battery after all officers were killed and held the position at the angle of the wall until ordered to withdraw.

Brian McEnany
Vienna, Va.

■ Retired BG John S. Brown's article is informative and disturbing. His history of medals is important and sets the stage for a good discussion of why we are not recognizing this current generation of American heroes.

Valor is valor. It must be recognized. Commanders must inquire into incidents to determine if valor was present. If it was present, it must be recognized with the correct award for that valor. Why there have been so few high-level awards is the question. I offer these observations.



This Month's Cover

A soldier from Company D, 1st Battalion, 66th Armor, 1st Brigade Combat Team (BCT), 4th Infantry Division (Mechanized), traverses the high plain of a Fort Carson, Colo., training area as his squad conducts dismounted patrol training. The 1st BCT is the first heavy brigade deployed to Afghanistan, and in the months preceding deployment it transformed itself into a light infantry formation. Fort Carson is situated at an elevation above 6,000 feet, and the Rocky Mountains jut along its western horizon, making it a superb location to train for Afghanistan's terrain. The story begins on page 32. *(Cover photograph by Dennis Steele)*

First, the outrage in Washington over some Silver Stars that were awarded to brigade commanders for actions during the march to Baghdad in 2003 resulted in that level of award being pulled from the field commanders back to a panel in Washington. Second, we are an all-volunteer force. Our soldiers believe that what they do on the battlefield is what anyone else would do in that circumstance, and they do not report it or nominate their peers or immediate subordinates for awards. (I would also add that the paperwork involved is significant.) Third, our commanders do not inquire into incidents to determine if valor was present. Fourth, many of our commanders and their command sergeants major are on their fifth rotation. They are hesitant to recommend an award at the correct level now, when their troopers were denied the same award for similar action on a previous rotation.

It is time that we put things right. It does not matter where, when or how many lives were lost or how many of our troops were engaged. Valor must be recognized and the story must be told to the American people. Many of the problems that were present in 2004 through 2007 have been addressed, and the system is ready to recognize valor in our current fight. We must now go back and fix the mistakes of the past and honor the valor of those caught up in a policy battle between the field and the Pentagon.

ARMY Magazine welcomes letters to the editor. Short letters are more likely to be published, and all letters may be edited for reasons of style, accuracy or space limitations. Letters should be exclusive to ARMY Magazine. All letters must include the writer's full name, address and daytime telephone number. The volume of letters we receive makes individual acknowledgment impossible. Please send letters to The Editor, ARMY Magazine, AUSA, 2425 Wilson Blvd., Arlington, VA 22201. Letters may also be faxed to (703) 841-3505 or sent via e-mail to armymag@ausa.org.

In early June, we honored five wounded warriors here in Port St. Joe, Fla. Our main avenue through town is named after SSG Clifford C. Sims, 101st Airborne, Medal of Honor awardee for actions in Vietnam. The highest decorated of the five wounded warriors is SGT Josh Cope, who—in two tours in Iraq with the 1st Infantry Division—earned two Army Commendation Medals with "V" for valor, a Bronze Star with "V" and two Purple Hearts. He received a gunshot wound on his first tour in 2004–05; in 2006, he lost both legs above the knee to an improvised explosive device, which killed three fellow soldiers.

Many in attendance were amazed at the lack of higher-level awards for valor among the five. It should be noted that none of these American heroes thought that they were deserving of recognition at all. I have always found that to be the case. Our heroes really believe that they are just like the



rest of us, but they are not—in their moment, they stepped up when others stepped back.

We have asked a lot of this generation of volunteers. They have asked very little in return. Putting the right awards on their chests to recognize their valor is the right thing for this nation and its Army to do. Telling America who its real heroes are is a duty that we have failed at miserably.

MG James E. Simmons, USA Ret.
Port St. Joe, Fla.

The Army Uniform

■ The photo of the 4th Infantry Division's mounted color guard looks great on the cover of July's ARMY Magazine. I am struck by how much better looking their 19th-century field uniform is than the current Army combat uniform (ACU). The headgear looks especially better than berets or that terrible "boonie" field hat that is still issued with field uniforms. The nice Stetson hat better reflects the pride and tradition of the Army than the "slouch" hat that was called a "short-timer's" hat in Vietnam. Why in the world can't the Army get a better field hat for the 21st century?

LTC Thomas D. Morgan, USA Ret.
Steilacoom, Wash.

Kudos

■ I wish to commend COL Rich Hooker for his articles "Requiem for a Sergeant" ("Front & Center") and "Bear It Up, Triumphant" (back page) that appeared in the May issue of ARMY. In these two rather brief articles, I think COL Hooker has captured the real essence of what soldiering is and what it has meant to our nation. Unfortunately, this is something too many of our countrymen fail to understand or appreciate. These pieces, beautifully and eloquently expressed, are a fitting tribute to all of America's sons and daughters who have served and who serve today.

My thanks to COL Hooker for these fine articles that illustrate the joy and sorrow that accompany service to this great land of ours.

MG Niles J. Fulwyler, USA Ret.
Meridian, Idaho



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Change of Command

GEN David H. Petraeus took command of the International Security Assistance Force (ISAF) and U.S. Forces-Afghanistan on July 4, and he issued the following letter:

To the soldiers, sailors, airmen, marines and civilians of NATO's International Security Assistance Force:

We serve in Afghanistan at a critical time. With the surge in ISAF strength and the growth of Afghan forces, we and our Afghan comrades have a new opportunity. Together, we can ensure that Afghanistan will not once again be ruled by those who embrace indiscriminate violence and transnational extremists, and we can ensure that al Qaeda and other extremist elements cannot once again establish sanctuaries in Afghanistan from which they can launch attacks on our homelands and on the Afghan people.

This has been a hard fight. As you have soldiered together with our Afghan partners to reverse the Taliban momentum and to take away Taliban safe havens, the enemy has fought back. ISAF and Afghan forces sustained particularly tough losses [in June]. Nonetheless, in the face of an enemy willing to carry out the most barbaric of attacks, progress has been achieved in some critical areas, and we are poised to realize more.

This effort is a contest of wills. Our enemies will do all that they can to shake our confidence and the confidence of the Afghan people. In turn, we must continue to demonstrate our resolve to the enemy. We will do so through our relentless pursuit of the Taliban and others who mean Afghanistan harm, through our compassion for the Afghan people, and through our example and the values that we live.

Together with our Afghan partners, we must secure and serve the people of Afghanistan. We must help Afghan leaders develop their security forces and build their capacity to govern, so that they can increasingly take on the tasks of securing their country and seeing to the needs of the Afghan people.

This endeavor has to be a team effort. We must strive to contribute to the "Team of Teams" at work in Afghanistan and to achieve unity of effort with our diplomatic, international civilian and Afghan partners as we carry out a comprehensive, civil-military counterinsurgency campaign.

We must also continue our emphasis on reducing the loss of innocent civilian life to an absolute minimum. We must never forget that the decisive terrain in Afghanistan is the human terrain.

Protecting those we are here to help nonetheless does require killing, capturing or turning the insurgents. We will not shrink from that; indeed, you have been taking the fight to the enemy, and we will continue to do so. Beyond that, as you and our Afghan partners on the ground get into tough situations, we must employ all assets to ensure your safety, keeping in mind, again, the importance of avoiding civilian casualties.

I appreciate your sacrifices and those of your families as we serve in a mission of vital importance to the people of Afghanistan, to our nations and to the world. And I pledge my total commitment to our mission as we work together to help achieve a brighter future for a new country in an ancient land.

DAVID H. PETRAEUS
General, United States Army
Commander
ISAF/U.S. Forces-Afghanistan

■ ARMY Magazine featured in February one of Richard Hart Sinnreich's commentaries, in which he stated a remarkable truth: "What soldiers most want and minimally deserve to hear from their leaders is a clear mission, frank recognition of the difficulties it involves and assurance that the means needed to execute it will be forthcoming."

My thanks to Mr. Sinnreich for stating it so succinctly. It has joined my archive of quotations, including those of the greats such as Theodore Roosevelt and Winston Churchill. By the way, engineers want pretty much the same three things from their leaders, too.

DAVID F. SMITH
Hampton Cove, Ala.

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Washington Report

New Rules Ease PTSD Claim Restrictions

In July, Secretary of Veterans Affairs Eric K. Shinseki announced that it is now easier for veterans with post traumatic stress disorder (PTSD), especially non-combat troops, to claim and receive benefits. "This final regulation goes a long way to ensure that veterans receive the benefits and services they need," he said.

In the past, adjudicators of veterans' claims had to corroborate that veterans' stress related to hostile military action, and compensation for PTSD required veterans to produce evidence that a specific event caused its onset. "That practice," according to President Obama, "has kept the vast majority of those with PTSD . . . from getting the care they need."

Under the new regulation, which the Veterans Administration (VA) published in the *Federal Register,* if the trauma a veteran claims is "related to fear of hostile military or terrorist activity and is consistent with the places, types, and circumstances of the veteran's service," the VA will not require evidence proving a specific event caused the trauma provided that a VA psychologist or psychiatrist verifies that the veteran's experience and symptoms support a PTSD diagnosis.

The VA expects the new regulation to decrease the time necessary to decide claims. Streamlining the compensation process will benefit not only the veterans of Iraq and Afghanistan, but also those of previous generations.

Arlington Probe 'Deeply Troubling.' Following a months-long investigation by LTG R. Steven Whitcomb, Inspector General (IG) of the Army, Secretary of the Army John M. McHugh announced in late June drastic changes in management and oversight at Arlington National Cemetery, outside Washington, D.C. Secretary McHugh called for the probe in November 2009 after allegations of poor record keeping, mismarked gravesites and other errors. He also expanded an IG special inspection of the cemetery ordered by his predecessor, Pete Geren, last August.

Secretary McHugh announced in a news briefing at the Pentagon that most of the findings were "deeply troubling." The IG, he said, found "dysfunctional management, a lack of established policy and procedures, and an overall unhealthy organizational climate" as well as "the loss of accountability of remains, remains in graves listed as empty, unmarked gravesites, improperly marked graves and improper handling of cremated remains." The inspection report cited 76 separate findings and made 101 recommendations.

One source of the problem is antiquated record keeping. A card system that could not keep up with the operational tempo contributed to 211 graves that are mismarked or misidentified. LTG Whitcomb said the graves are primarily in sections 59, 65 and 66—the sites of older burials—and that there were two mismarked sites in Section 60, which holds primarily the graves of veterans of Iraq and Afghanistan. There could be more problem gravesites, he said.

In response to the findings, Secretary McHugh issued a formal reprimand to Arlington Superintendent John C. Meltzer Jr. and relieved him of authority until his previously announced retirement July 2. The Secretary placed cemetery deputy superintendent Thurman Higgenbotham on administrative leave; Higgenbotham resigned in July. He also established a new position, the Executive Director of the Army National Cemeteries Program, to which he appointed Kathryn Condon, previously the senior civilian for Army Materiel Command. She will oversee cemetery management, implement corrective measures mandated in the inspection and investigation reports, and update procedures and policies.

Secretary McHugh also established the Army National Cemeteries Advisory Committee, an independent panel that will review policies and procedures as well as offer guidance. He named former senators and decorated Army veterans Bob Dole and Max Cleland to lead the commission. Dole, who represented Kansas in the U.S. Senate for 30 years, cochaired the 2007 commission investigating problems at Walter Reed Army Medical Center. Cleland, who represented Georgia in the Senate, is a former head of the Department of Veterans Affairs (VA) and serves as secretary of the American Battle Monuments Commission.

Secretary McHugh pointed out that the staff at Arlington is dedicated and caring, that they perform an average of 27 funerals each day, and that there was no intentional sloppiness or criminal intent. He said, however, "that there is simply no excuse," and he apologized to the families of those buried at the cemetery. A call center has been established, open Monday through Friday, 8 A.M. to 5 P.M. at 703-607-8199.

Help for Homeless Vets. In June, the Department of Housing and Urban Development (HUD) and the Labor Department announced that they are providing more than $85 million in aid to find homeless veterans permanent residences. HUD is funding public housing agencies so that they may in turn subsidize the rent payments of homeless veterans. The Labor Department has awarded grants to homeless female veterans and homeless veterans with families.

The HUD housing program, which is receiving extra aid, is a cooperative partnership with the Department of Veterans Affairs (VA), called HUD-VA Supportive Housing, and is in its third year. In addition to the more than $58 million allocated in June, the VA planned to announce another $17 million for rental vouchers and 400 project-based vouchers later in the summer. Through its Homeless Veterans Reintegration Program, the Labor Department is distributing more than $5 million in grants to 26 organizations in 14 states and the District of Columbia.

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News Call

GEN Petraeus Pledges Continuity in Afghanistan

In a July news conference at NATO headquarters in Brussels, Belgium, just before taking command of the International Security Assistance Force (ISAF) in Afghanistan, GEN David H. Petraeus said that he will not revise the rules of engagement that the previous commander, GEN Stanley A. McChrystal, implemented regarding the use of force and close-air support.

GEN Petraeus acknowledged, however, that some forces on the ground think "some of the processes have become a bit too bureaucratic." He plans to look into the issue and said that he will ensure that commanders apply the rules correctly.

He acknowledged "a moral imperative as a commander" to employ all the force necessary to protect coalition and Afghan forces.

In the wake of GEN McChrystal's resignation in late June following the publication of a magazine profile in which he criticized senior administration officials, President Obama nominated GEN Petraeus, commander of U.S. Central Command, as GEN McChrystal's replacement. The Senate unanimously confirmed GEN Petraeus a week later, and he formally assumed command of ISAF and U.S. Forces Afghanistan on July 4.

GEN Petraeus reiterated during a ceremony in the Afghanistan capital of Kabul that the occasion was a change in personnel, not policy or strategy. "I will," he said, "as any new commander should—together with ISAF, Afghan and diplomatic partners—examine our civil-military effort to determine where refinements might be needed."

The military objectives, he said, remain the same—to secure and serve the people of Afghanistan. Even as he alluded to an increase in ISAF and Afghan security force casualties in recent months of hard fighting, GEN Petraeus emphasized that efforts to minimize civilian losses must continue.

President Obama's nomination of GEN Petraeus ensured continuity of command in Afghanistan. Marine



DoD/SSG William Tremblay

U.S. Army SPC Michael Gerhart, Company D, 1st Battalion, 4th Infantry Regiment, records biometric data of an Afghan man during a patrol in Zabul Province, Afghanistan.



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Army Casualties in Afghanistan

The following U.S. Army soldiers were reported killed in Operation Enduring Freedom from June 1 to June 30, 2010. All names have been released through the Department of Defense; families have been notified.

SPC Christian M. Adams, 26
SPC Brian M. Anderson, 24
SPC Scott A. Andrews, 21
1SG Robert N. Barton, 35
SPC Matthew R. Catlett, 23
SPC Nathan W. Cox, 27
SFC Robert J. Fike, 38
SPC David A. Holmes, 34
SSG Bryan A. Hoover, 29
PFC Gunnar R. Hotchkin, 31
SSG James P. Hunter, 25
SPC Charles S. Jirtle, 29
SPC Joseph D. Johnson, 24
PFC Anthony T. Justesen, 22
SGT Erick J. Klusacek, 22
SPC Andrew R. Looney, 22
SSG Edwardo Loredo, 34
SGT Joshua A. Lukeala, 23
PFC Russell E. Madden, 29
2LT Michael E. McGahan, 23
PFC David T. Miller, 19
SPC Brendan P. Neenan, 21
SPC Benjamin D. Osborn, 27
PFC Benjamin J. Park, 25
SPC Jonathan K. Peney, 22
SPC Jared C. Plunk, 27
SPC Blaine E. Redding, 22
PFC Robert K.L. Repkie, 20
SGT Mario Rodriguez, 24
SGT John M. Rogers, 26
SSG Eric B. Shaw, 31
SSG Brandon M. Silk, 25
1LT Joseph J. Theinert, 24
SPC David W. Thomas, 40
SPC Blair D. Thompson, 19
1SG Eddie Turner, 41

Army Casualties in Iraq

The following U.S. Army soldiers were reported killed in Operation Iraqi Freedom from June 1 to June 30, 2010. All names have been released through the Department of Defense; families have been notified.

CPT Michael P. Cassidy, 41
SPC Jacob P. Dohrenwend, 20
PVT Francisco J. Guardado-Ramirez, 21
PFC Bryant J. Haynes, 21
SGT Israel P. O'Bryan, 24
SPC Christopher W. Opat, 29
PFC Alvaro R. Regalado Sessarego, 37
SGT Steve M. Theobald, 53
SPC William C. Yauch, 23

Corps Gen. James N. Mattis succeeds GEN Petraeus as commander of Central Command.

GEN McChrystal, who earned his fourth star when confirmed for ISAF command last summer, is retiring.

Although GEN McChrystal is two years short of time for full retirement benefits according to a Pentagon rule, President Obama has said that he will waive that requirement and allow GEN McChrystal to retire at his four-star rank.

In the change-of-command ceremony, GEN Petraeus recognized the contributions of GEN McChrystal. "The progress made in recent months, in the face of a determined enemy, is in many respects the result of the vision, energy and leadership he provided during his time as [commander]." Emphasizing the importance of civilian and military, Afghan and international groups working together as a team in Afghanistan, he said, "We are in this to win. That is our clear objective."

ROK Transfer Delayed. Following a late June meeting in Toronto, Canada, the United States and the Republic of Korea (ROK) announced that the transfer of wartime operational control in the Korean peninsula has been postponed from April 2012 to late 2015.

The delay will allow time, President Obama said in his announcement, "to do this right, because this alliance is the lynchpin of not only security for the Republic of Korea and the United States, but also for the Pacific as a whole."

ROK President Lee Myung-bak said that South Korean and U.S. officials discussed extending the transfer before the sinking of the ROK ship *Cheonan* by North Korea in late March.

Iraq Update. As a change of command nears in Iraq, the U.S. drawdown of combat troops this summer is on track, but unrest between Arabs and minority Kurds in the northern part of the country could necessitate the replacement of those troops with U.N. peacekeeping forces.

The commander of U.S. Forces-Iraq, GEN Raymond T. Odierno, who will remain in command through September, was confirmed by the U.S. Senate in late June as commander of U.S. Joint Forces Command. In the same session, the Director of the Joint Staff, LTG Lloyd J. Austin III, was promoted to general and confirmed as GEN Odierno's replacement. Although Iraq could ask the United States to leave some troops to allow the country's army and police more time to train, GEN Odierno said in an interview with the Associated Press in June that any such decision is up to the Iraqi government. "I don't see a large U.S. presence here. ... They might want technical support, but again, that's their decision, not ours," he said.

The years-long feud, however, between Arabs and Kurds in Iraq must be defused, GEN Odierno said. If a pilot program to integrate Kurds, who make up about 20 percent of the population of Iraq, into the largely Arab Iraqi army fails and the dispute continues through 2011, GEN Odierno told reporters, "we might have to think of another mechanism. ... Is it a Chapter 6 U.N. [peacekeeping] force? I don't know."

In late June, DoD decided to extend by 30 days the Division Special Troops Battalion, 3rd Infantry Division, a unit of more than 700 soldiers that makes up the headquarters of U.S. Division-North. Senior leaders in the United States and Iraq made the decision to extend in order to ensure that there is a division headquarters in Iraq through-



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GENERAL OFFICER CHANGES*



GEN D.H. Petraeus from Cmdr., CENTCOM, MacDill AFB, Fla., to Cmdr., ISAF/ Cmdr, USF-A.



LTG J.F. Fil Jr. from CG, Eighth U.S. Army/CoS, UNC/CFC/USF-K to the Inspector General, OSA, Washington, D.C.



LTG W.J. Troy from CG, USARAK/Dep. Cmdr., ALCOM, Fort Richardson, Alaska, to Director, The Army Staff, Washington, D.C.

■ ***ALCOM**—U.S. Alaskan Command; **CENTCOM**—U.S. Central Command; **ISAF**—International Security Assistance Force; **OSA**—Office of the Secretary of the Army; **UNC/CFC/USF-K**—United Nations Command/Combined Forces Command/ U.S. Forces-Korea; **USARAK**—U.S. Army Alaska; **USF-A**—U.S. Forces Afghanistan.*

*Assignments to general officer slots announced by the General Officer Management Office, Department of the Army. Some officers are listed at the grade to which they are nominated, promotable or eligible to be frocked. The reporting dates for some officers may not yet be determined.

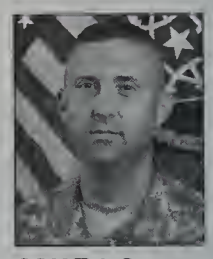
COMMAND SERGEANTS MAJOR CHANGES*



CSM T. Capel from 82nd Airborne Division, Fort Bragg, N.C., to USAREUR and Seventh Army, Germany.



CSM R.T. Riling from First Army, Fort Gillem, Ga., to FORSCOM, Fort McPherson, Ga.



CSM T.J. Seaman from 202nd Military Police Group, Germany, to U.S. Army CID, Fort Belvoir, Va.



CSM J.W. Troxell from USAARC and Fort Knox, Fort Knox, Ky., to USAAC, Fort Knox.

■ ***CID**—Criminal Investigation Command; **FORSCOM**—U.S. Army Forces Command; **USAAC**—U.S. Army Accessions Command; **USAARC**—U.S. Army Armor Center; **USAREUR**—U.S. Army Europe.*

*Command sergeants major positions assigned to general officer commands.

out the drawdown and until the mission ends there in December 2011. MG Tony Cucolo, commander of 3rd Infantry Division and Task Force Marne, said the unit will now transfer authority in early November, when troops from the 4th Infantry Division, Fort Carson, Colo., arrive in northern Iraq.

Task Force Marne, which assumed responsibility of U.S. Division-North with a strength of some 21,000 servicemembers, is reducing its size to about 9,400 personnel as part of the ongoing U.S. drawdown. The 30-day extension of the Division Special Troops Battalion will have no impact on the ongoing U.S. force reduction to 50,000 troops by September 1.

BCT to Convert. The Department of the Army announced in late June that the 1st Brigade, 1st Armored Division (1-1AD), at Fort Bliss, Texas, will convert from a modular heavy brigade combat team to a Stryker brigade combat team (SBCT), effective January 2011.

The 1-1AD will convert to the modular SBCT structure of about 4,160 soldiers, which represents an increase of about 420 military authorizations. It will take approximately 24 months for the unit to conduct new equipment training, fielding and collective training, and the brigade will enter the available force pool by the second quarter of fiscal year 2013.

Realignments in Germany. DoD announced in late June that it will return 22 U.S. Army Europe (USAREUR) sites in Mannheim and Heidelberg, Germany, as well as the Giessen General Depot to Germany by 2015. The closures are scheduled in conjunction with U.S. Army force structure changes in Europe that consolidate remaining personnel. Dates for returns are subject to change.

USAREUR and Installation Management Command-Europe announced a three-phase plan for the drawdown of the Mannheim and Heidelberg communities. In the first phase, USAREUR anticipates a drop of about 50 percent in the Mannheim-area U.S. soldier population by the end of this summer. U.S. Army Garrison (USAG) Heidelberg inactivated and was consolidated into USAG Baden-Wuerttemberg, its parent unit. Hammonds and Taylor Barracks will close in December. Remaining Mannheim units will consolidate on Spinelli Barracks, Coleman Barracks, and a small area at Sullivan and Funari Barracks and Benjamin Franklin Village housing. USAG Mannheim will inactivate by June 2011. Remaining sites will consolidate under USAG Baden-Wuerttemberg in Heidelberg. Medical services in the Mannheim community will remain open and will be adjusted.

Phase Two begins in fiscal year 2011 with the continued drawdown of the Heidelberg and Mannheim military communities and the vacating of Sullivan and Funari Barracks and the Benjamin Franklin Village housing enclave. USAREUR anticipates that most of the Mannheim U.S. soldier population will have left by summer 2012. By summer 2013, after the completion of an information processing center in Wiesbaden, the remainder of the 5th Signal Command assets will move to Wiesbaden from Mannheim. By 2014, when remaining Mannheim units are consolidated on Coleman or Spinelli Barracks and rely on Baden-Wuerttemberg Garrison for quality-of-life support, Phase Two will end. Medical services in Mannheim will continue to be adjusted, and some DoD schools there could close as early as next summer.

Phase Three will begin no earlier than 2012 with the inactivation or re-



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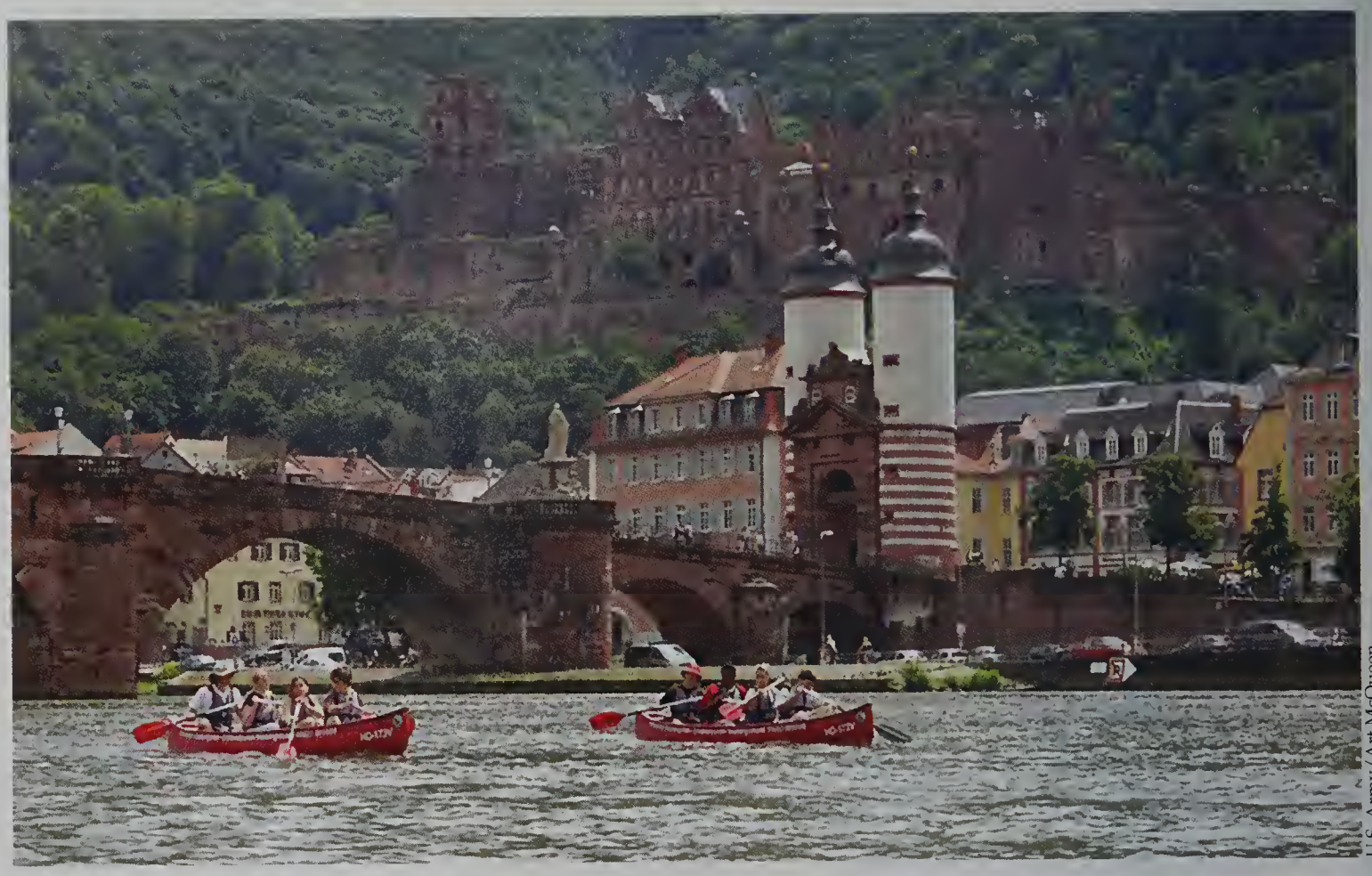
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U.S. Army / Art McQueen

location of remaining Mannheim and Heidelberg units and will end no later than 2015, when all personnel have departed and the facilities have been returned to Germany. The Army Air Force Exchange Service (AAFES) Distribution Center will move from the Giessen General Depot to Germersheim Army Depot in 2014; Germersheim, the Heidelberg American Forces Network relay facility and the AAFES Gruenstadt Facility will be the only sites retained in Mannheim/Heidelberg and will be under the control of USAG Kaiserslautern.

The unit actions will result in a decrease of 1,446 soldiers; 1,505 U.S. government civilians; and 4,427 family members—a total of 7,378 people—in Germany.

VA Medallions for Graves. The Department of Veterans Affairs in late June announced that it is offering bronze medallions to identify the resting places of veterans marked by privately purchased headstones in private cemeteries. Federal law mandates that eligible veterans interred in private cemeteries are entitled to either a traditional grave marker furnished by the government or the new medallion. The medallion can also replace the government-furnished marker for veterans whose death occurred on or after November 1, 1990.

The medallions, which are available in three sizes—5 inches, 3 inches and 1 1/2 inches wide—come with adhesive, hardware and instructions to attach them to markers, headstones, mausoleums or columbarium niche covers. Each medallion displays the word *veteran* above a folded burial flag with the branch of service inscribed below.



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Korean War Lessons

By GEN Frederick J. Kroesen
U.S. Army retired

The 60th anniversary of the Korean War should generate attention and a great deal of prose explaining what happened, why and how well, or otherwise, American and U.N. forces performed. In these months of coverage, however, I believe there are two aspects that deserve particular attention.

First: Korea is the first war we did not win; we did not lose it either, of course, but we settled for less. (I know that hindsight tells some that we did not really win at other times either, 1812 for example, but the majority claim has always been that we won them all.)

Not long after President Truman committed us to the defense of South Korea, the worrying began about widening the war and involving the Russians. After the Red Chinese entry, there was the worry that Chiang Kai-shek would attack China. World War III became a specter on the horizon, and much learned discussion was aimed at preventing any provocation on our part that the Russians might use as a reason to come to North Korea's aid.

Truman, in the end, took counsel of these fears—not his as much as the fears of his advisors, his Cabinet and his staff. The result was a long, costly stalemate that served no one's interest and leaves us even today with a continuing threat of conflict renewal.

I believe it also sowed seeds of the same kinds of limitations we adopted for the war in Vietnam. Once again, taking counsel of the fears of his principal advisors, President Johnson, setting an example for the world, especially for the Chinese and Russians, prohibited or limited operations that would have expanded the war into Laos or Cambodia and refused to consider decisive ground operations in North Vietnam. Again, we paid dearly for a long stalemate and an unsatisfactory conclusion.

Comparing those wars to operations that came later—the recapture of the Falklands by the British, the elimination of the communist threat from Grenada and the destruction of Noriega's tinhorn dictatorship in Panama—provides some interesting contrasts in the reasoning and actions



of the commanders in chief. Extending such inquiries to the Persian Gulf War will reveal the contrast of an overwhelming military victory undermined by a diplomatic decision, caused again by taking counsel of one's fears, in this case, apparently, a fear of world public opinion concerning the carnage wreaked upon the retreating Iraqis.

Finally, the Cold War, which everyone knows we won, also has aspects of settling for less. There has been no punishment, no retribution for the years of threat, for the expenditure of resources, for the lives lost and the misery inflicted. Much of the bureaucracy that sustained the communist world continued in positions of power, using other titles and rhetoric to stay in power. Few of the traitors and fellow-traveling spokesmen in the West were ever publicly exposed, let alone punished. We presumed that the triumph of democracy and capitalism provides all the guidance the world needs, and we proceed in hope that our presumption is correct.

This is not to judge whether we should have done things differently, only to suggest that this is a topic that has not been sufficiently explored and one that may have grave import for the nation's future. Certainly the affairs in Bosnia and Kosovo again brought into question our policies of settling for less.

A second concern regarding Korea: It was a major step in the centralization of control over military operations. My experience in World War II as a platoon leader and rifle company commander was one of receiving an order that specified my mission, leaving to me the job of figuring out how to accomplish it. In the Colmar pocket where my battalion earned a Presidential Distinguished Unit Citation, my mission, as platoon leader: clear the left (east) side of the street, coordinate with the French company clearing the right side and report back when you reach the south edge of town. I never reached the edge of town. Three days later my whole battalion, another battalion and I do not know how many French troops had captured about 3,000 Germans and earned our Presidential citation. Nobody told us how to do it.

When we reached Germany, I was told to defend along the Blies River, near Saargemünd. I was then the company commander. I deployed my three platoons and my weapons platoon where I decided they should be, and my forward observers plotted their concentrations and defensive barrages where we thought they should be. No higher commander dictated anything

except calling me to require a patrol across the river to capture a prisoner. I decided when, where and how.

When I was told to attack the Siegfried Line, I was given a 1:100K map and three aerial photos of the pillboxes and dragon's teeth complex in my assigned sector and told to be ready at 4 A.M. but not to move until ordered. (We would wait until a sister regiment had secured a flank objective.)

I made the plan of how I would employ the company, what avenue of approach we would take, how I wanted fire support plotted, how we would time the operations and so on. No one told me how it had to be done.

I have many more examples of this kind, but the point is that it was that experience that caused me to notice that things were different in Korea—perhaps not in the first few months of the war, but after the truce agreement, during the stalemate years.

With no major operations going on, division and corps commanders began doing busy work, prescribing patrols, their routes, the time they would stay out, the equipment they would take, the fire support to be provided—details that for centuries had been the prerogatives of company commanders and platoon leaders. They planned small operations in great detail and established limitations that prevented subordinates from exercising initiative. By decree from on high, corps and division commanders could not employ more than two platoons in offensive action. The only opportunity for a company or battalion commander to use his initiative occurred when countering an enemy initiative and then only because communications, compared to today, were primitive and transport of commanders was by jeep. Total control was still a thing of the future.

It was in Vietnam that the centralization of control reached its apex, with the White House dictating bombing targets and division and brigade commanders playing "squad leader in the sky." We reached a condition in which the chain of command was in a state of dysfunction. I have always maintained that a chain of command must function from the bottom up as well as from the top down—with every squad leader making squad leader decisions and reporting to his platoon leader, "Here's what I found, here's what I did, and here's why I did it." When squad leaders have someone telling them not only what to do but also how to do it, they stop being leaders, and so do platoon leaders and company commanders. Initiative is stymied, and decision making is replaced by waiting to be told. Combat action becomes tentative, and military action bogs down.

In Vietnam many low-level commanders were subject to a hornet's nest of helicopters carrying higher commanders calling for information, offering advice, making unwanted decisions and generally interfering with what squad leaders and platoon leaders and company commanders were trying to do. There is no more effective way to destroy the leadership potential of young officers and noncommissioned officers than to deny them opportunities to make decisions appropriate for their assignments.

Operations Just Cause and Desert Storm indicated that we might be recovering from the Vietnam malady. Yet each of those operations, the first two in which we exercised the initiatives of the offense at the outset, was of short duration; each was executing plans prepared in advance, so there is no conclusive evidence that things have changed. At least the White House was not doing the planning. Again, however, our actions in Bosnia and our war against the Serbs, the Kosovo War, demonstrated a flat-out return to centralization. Activities, rules of engagement, restrictions on means and targeting of bomb strikes were all prescribed from on high, not only from Washington but also from the NATO civilian hierarchy in Brussels.

Our current challenge, of course, is winning both in Iraq and Afghanistan, where winning is yet to be defined, and then determining and organizing the long-term arrangements that will contribute best to our national interests.

The length of these wars has again led to decisions centralizing control, dictating restrictive rules of engagement and curtailing military operations. The terrain and the vast areas in which small units are operating have precluded the "squad leader in the sky" practices and promoted, most appropriately, low level decision making by the forces in the field—squad leaders making squad leader decisions. But the newspapers tell us that fire support, reinforcement actions and tactical movements are still controlled from on high.

Disappointment and dissatisfaction with the rules and the denial of requests lead to disillusionment among the squads, platoons and other teams, and their combat efficiency and commitment to the mission are affected. Guarding against such deterioration is a supreme concern at the operational level of command, but it must also be a concern of officials in the higher echelons of command, of members of Congress and others on high who are dictating the conduct of troops in the field. Strategic interests are best served when the determination of *what to do* is logically expressed and clearly understood and when *how to do it* is limited by the resources committed and operations are planned and executed by those who will carry them out. The judicious combining of those two requirements is the art of command.

There are lessons still being learned and history still to be written about how well or how poorly we have done this job in the past. The future employment of military power might be—ought to be—affected by these lessons, and the senior military leadership of the nation, well-informed regarding the pitfalls of "settling for less" and over-control of operations, may advise and influence the National Command Authorities of better ways to conduct and win the wars in which we are currently engaged. □

***GEN Frederick J. Kroesen**, USA Ret., is a former commander in chief of U.S. Army Europe and a senior fellow of AUSA's Institute of Land Warfare. This article, published in ARMY during the 50th anniversary of the Korean War, was recently expanded and updated.*



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New National Security Strategy Changes the Tone

By Richard Hart Sinnreich

In June, the Obama administration released its long-awaited National Security Strategy (NSS). Mandated by Congress back in 1986, the NSS is supposed to describe our vital national security interests, the foreign policy and defense commitments required to achieve them, and the adequacy and balance of existing national security policies and programs to meet those commitments.

The NSS thus is the broadest formal statement of the nation's security intentions. In principle, it should be reissued each year as the foundation for developing subordinate national defense and diplomatic strategies and their associated budgets. In actuality, since 9/11, we've seen only three—two issued by the second Bush administration and the one just released, the Obama administration's first.

In one sense, as many observers have pointed out, calling any of these documents a strategy is a stretch, at least if "strategy" connotes a preconceived road map to a well-defined and attainable goal. In all of them, statements of preference hugely outnumber statements of priority. In that respect, all are more about public relations than about program guidance.

Acknowledging that doesn't mean that they're unimportant, however. But that importance lies less in their typically nonspecific policy and program commitments than in what they communicate about how the promulgating administration sees the world and America's role in it. And in that respect, no strategies could be more different than the new NSS and its two immediate predecessors.

Those differences are most apparent in three areas: in their authors' confidence in the extent and reach of American power, in their assertion of the broad purposes to which that power should be applied and in their conclusions about how the United States should engage with others to achieve them. Along the way, and almost entirely a by-product of the first three differences, the new NSS diverges sharply from its predecessors in its overall attitude toward the use of military force.

Concerning American power, the 2002 strategy and, to a lesser extent, its 2006 successor were almost arrogantly self-confident about the ability of the United States to order the world to our liking and to promote our own vision of the way other nations should behave, with the help of others willing to follow our lead, but alone if convinc-



ing them to do so promised lengthy debate or operational inconvenience.

The new NSS is considerably more modest. While far from advancing what some have called a "declinist" vision of a retreating America, it accepts that U.S. power is finite and warns explicitly that "the burdens of a young century cannot fall on American shoulders alone—indeed, our adversaries would like to see America sap our strength by overextending our power."

Consistent with that view, and coming as it does in the wake of a recession that has driven the deficit out of sight, the new NSS is far more attentive than its predecessors to the economic consequences of security choices. "Channeling his inner President Eisenhower," as two pundits wrote not long ago of Defense Secretary Robert Gates, President Obama noted in his May 22 speech at West Point's graduation that "at no time in human history has a nation of diminished economic vitality maintained its military and political primacy."

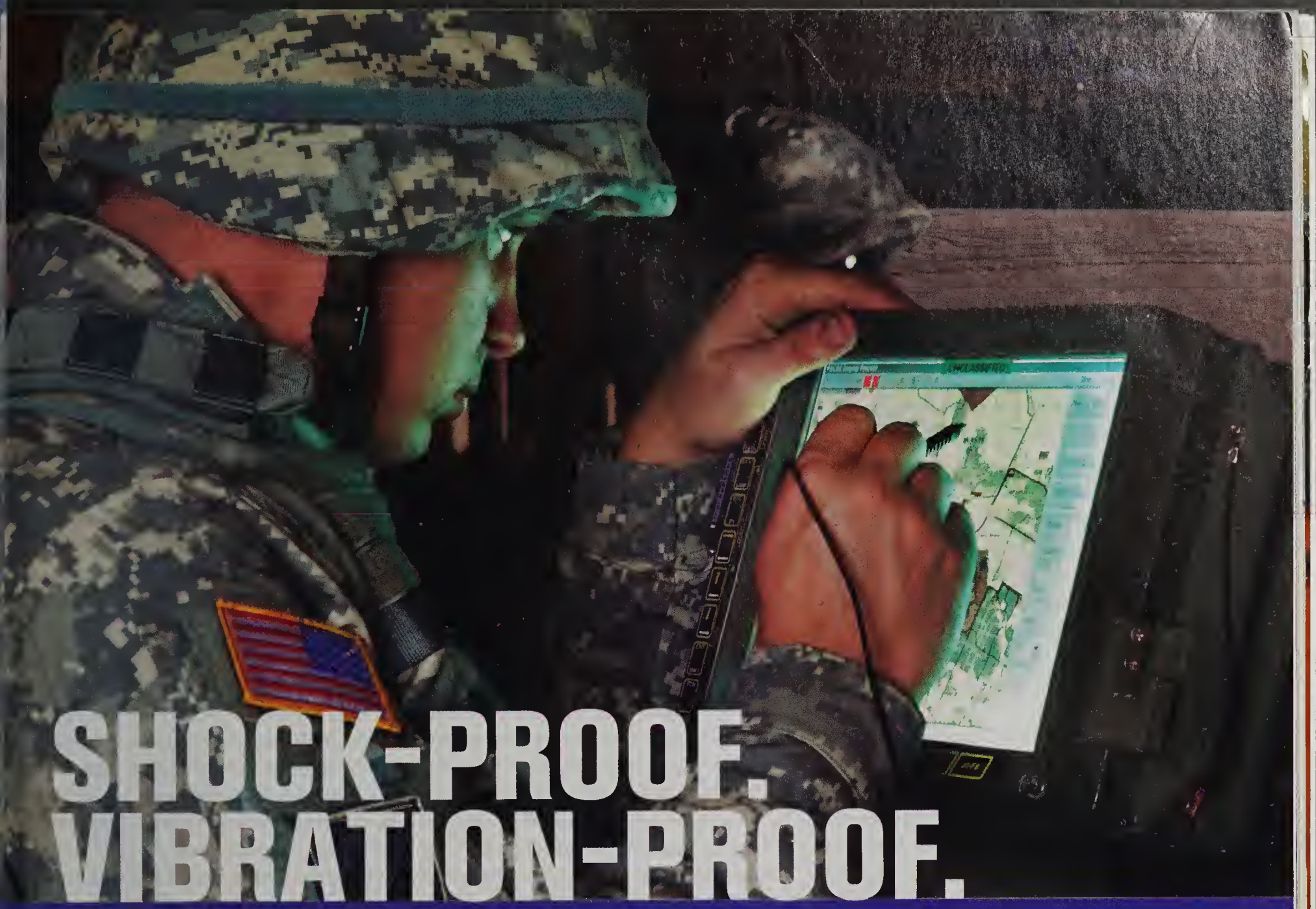
Finally, reflecting both concerns, the new NSS explicitly abandons the assertively unilateralist tone that characterized both of its predecessors and that alienated even many of America's long-standing allies. In contrast, notes the preface of the new document, "We are clear-eyed about the challenge of mobilizing collective action and the shortfalls of our international system. But America has not succeeded by stepping outside the currents of international cooperation."

Concerning the use of force, finally, no second Bush administration policy contributed more directly to allied angst than its commitment to preemption, notionally the attack of an enemy himself preparing to attack, but transmuted by the administration into a preventive war justification for invading Iraq.

In the new NSS, the word *preemption* appears nowhere. Instead, in one of the only two highlighted portions of the text, it explicitly outlines the administration's views on the use of force. "The United States must reserve the right to act unilaterally if necessary to defend our nation and our interests," it acknowledges, but adds that "when force is necessary, we will continue to do so in a way that reflects our values and strengthens our legitimacy, and we will seek broad international support."

It would be hard more clearly to repudiate the aggressive assertiveness of its predecessors without becoming explicitly insulting. In that respect more than any other, the new strategy is much more than just the stale repetition of a familiar formula for which some commentators have criticized it. □

Richard Hart Sinnreich *writes regularly for* The Lawton *(Okla.)* Sunday Constitution. *This article originally appeared in the June 6, 2010,* Lawton Constitution *and is reprinted by permission of the author.*



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Studying the Future Security Environment

By LTG James M. Dubik
U.S. Army retired

The annual Army futures war game, Unified Quest, concluded earlier this year at the Army War College in Carlisle, Pa., to round—and deserving—applause. The four-day professional discourse helped inform the Army's operating concept as well as the overall concept framework that U.S. Army Training and Doctrine Command has been working on for some time.

The operating concept, the family of associated functional concepts and the recently published National Security Strategy will also help guide the continuing "strategy/current-capability/resource gap" dialogue within the Army and the Department of Defense. Although this dialogue happens simultaneously, among the next steps for the Army—following the completion of the concept and, perhaps, an updated National Military Strategy—will be to derive requirements from these documents, describe the current state of the Army and then identify the gap between requirements and the current state. The logic, coherence, accuracy and completeness of these derivative sets of facts as well as the associated narrative will be decisive elements in decisions about our Army's future and will have at least five elements.

The size of the Army and its leader-to-led ratio, for example, are two significant problems that face our Army now and will affect the Army's ability to execute operations in the future.

The current Army is too small for what the nation is asking it to do now as well as for what is envisioned in the future. Insufficient size is already taking a toll on the Army's ability to retain the soldier and leader talent we have developed as well as on the nation's strategic flexibility. The size of the Army is certainly a limiting factor with regard to current operations and contingency planning. Adaptive soldiers and leaders using the most advanced technology cannot fully offset the requirement to have a sufficiently large Army relative to the uncertainty in the global strategic environment and to the tasks demanded by a nation with global responsibilities and interests.

The current leader-to-led ratio is too low for what the Army is being asked to do now and in the future. Since the wars in Afghanistan and Iraq began, we have seen an increase in the number and type of joint headquarters, multinational headquarters, and brigades and brigade combat teams—all for good reasons.

The wars have brought about large battalion, brigade, division and corps staffs to make them capable 24/7 and to add functionalities specific to the wars—also understandable. The wars have also produced an increase in the use of embedded trainers and advisors as well as whole headquarters focused on building foreign security forces and ministerial capacity. In addition, most civilian strategists and military leaders have acknowledged that the future strategic environment will require leaders more broadly educated and experienced than those of the past. The overall leader-to-led ratio in the Army, however, has not kept pace with these growing demands.

In 2000, for example, the overall leader-to-led ratio in the Army was 1.1, with .78 sergeants to each soldier. Nearly 10 years later, the ratio is 1.2 and .82, respectively. By comparison, in 1995, the ratios were 1.5 and 1.06, respectively. The Army's leader development strategy and progressive leader education programs—as well as the acknowledgment that broadly educated and experienced adaptive leaders will be essential to strategic success in the future—will become mere aspirations if there are insufficient numbers of leaders to fill units, provide staffing for institutions, attend necessary schools and participate in other broadening experiences.

A gap between requirements and the current state exists in yet a third area: Army equipment. Much of the Army's equipment needs replacement and even more needs refurbishing. The stress of almost 10 years of near-continuous wartime operations and the failure of the Future Combat Systems to deliver all that was envisioned have left the Army's equipment pool in tough shape. Wartime supplemental funding has helped—for this, all



should be grateful—but supplemental funding is a temporary wartime measure that, by itself, cannot meet the equipment needs of the Army.

A fourth aspect of the current-state/requirements gap concerns the number and types of headquarters. The forthcoming operating concept will likely call for decentralized and distributed operations and an associated "mission command" style. Such operations and this command style, however, rest upon the existence of sufficient echelons of command. This necessity is explained by research concerning networked organizations that operated at high speed and under the conditions of ambiguity—like war. Lessons from both Iraq and Afghanistan have confirmed this research. At the tactical level, adaptability and speed of execution increase in properly echeloned organizations with the right leadership climate and information flow. At the operational level of war, tactical actions—whether the more purely military actions of conventional combat or the combined security/diplomatic-political/economic-reconstruction actions of irregular warfare—are incorporated into campaigns. Campaigns need the senior headquarters to design, execute and sustain large-scale activities—otherwise, adaptability and speed of execution at the tactical level become moot.

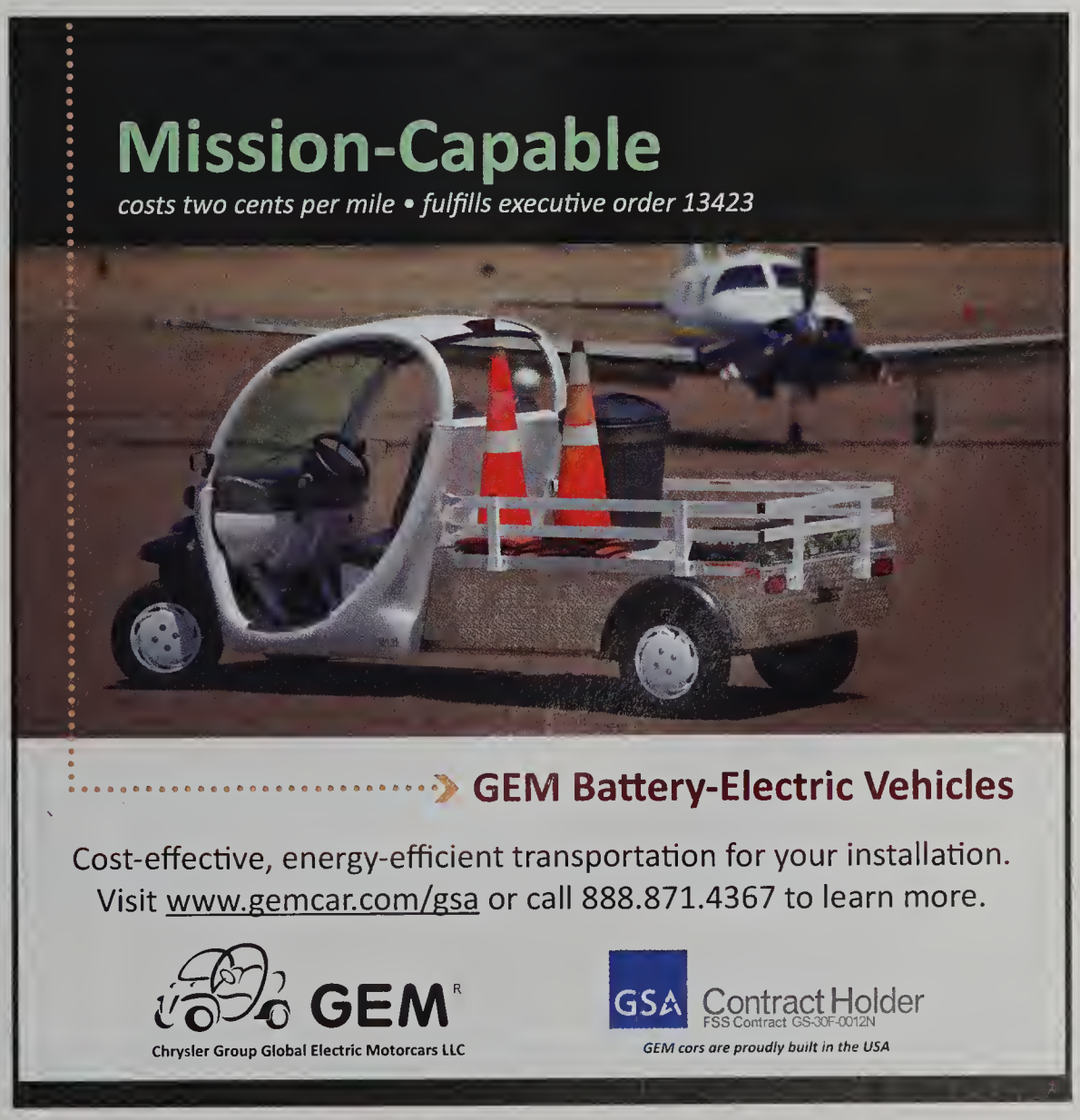
Finally, too often the current-state/requirements gap discussion includes only the operating forces. The Army has found, however, that the functions between the operating and generating forces, while unique, are not separate. Furthermore, because of deficiencies in the size of the operating force as well as a too-small leader-to-led ratio and other dynamics, the past 10 years have seen an unhealthy and unsustainable "rob the generating force to pay the operating force" syndrome develop, at least in some parts of the generating force. The wars have also revealed that many of the processes, programs and procedures of our institutions and generating forces either were ineffective, were too slow or failed altogether to adapt to the new requirements.

Further, the wars have shown that we must think anew about the proper active/reserve component mix as well as the policies and legislation that govern this mix. These deficiencies are not mere administrative matters, for they affect the operating force, the conduct of war and our strategic agility as a nation. Any discussion of the current-state/requirement gap, therefore, must include these so-called "nonoperational" lessons learned. With too few ground forces, too low of a leader-to-led ratio and a variety of imbalances in our equipment, we grew new headquarters to assume unanticipated responsibilities. We "accelerated the bleeding" in parts of already anemic generating forces to supply the operating force, and we had to adapt "on the fly" many institutional procedures that were designed and perfected to apply to realities that no longer exist.

One of the main reasons for this situation was the post-Cold War desire to produce a "peace dividend" by cutting the armed forces at large and the ground forces in particular. The overly optimistic planning assumptions that underpinned the strategic thinking at the time, while necessary to achieve this peace dividend, did not play out over the following decades. Instead of a decrease in the use of military forces, the end of the Cold War saw a significant increase.

A large portion of the peace dividend was paid by those soldiers and leaders (and their families) who deployed to Panama, the first Gulf War, Somalia, Haiti, Bosnia and Kosovo—as well as on other smaller operations—and have now served multiple combat tours in Iraq and Afghanistan. Strategically, the nation never completely reevaluated those assumptions and their effects on U.S. military forces and capabilities.

But there were other reasons. On top of the peace dividend came an overreliance both on contractors by outsourcing what had been military capabilities and on technology that would offset the numbers of soldiers that would be required on the ground. In addition, the Army succumbed to three false be-



liefs: that military forces only "did" conventional combat, that conventional combat would come to a swift and decisive end, and that rear echelons are semiprotected spaces and therefore have lesser equipment and training needs. A decade of war shows the deficiency of each step in this train of logic.

This history forms an important backdrop to the ongoing strategy/current-capability/resource gap discussion. The narrative that describes Army requirements and the current state of the Army and identifies the gap between requirements and the current state does not start in 2010, nor did it start in 2001. It began 20 years earlier, and history may repeat itself. The nation will not be well-served by end-strength and force-structure decisions that are based more upon the world as we would like it to be rather than the world as it is.

For the Army, the follow-up to Unified Quest lies in at least two important areas. First, the Army must prepare the fact sets and the narrative for the ongoing critical dialogue. Some key questions in that preparation are: How big should America's Army be? What should the leader-to-led ratio be? Which equipment must be replaced and which can be refurbished? Which echelons should be on hand given strategic uncertainty and war's requirements? What should be the proper operating-force/generating-force balance going forward? How should we adapt bureaucratic policies and procedures? What new legislation should we suggest? Second, the Army must do all that is possible to help civilian leaders conduct this critical discussion using the most valid assumptions, beliefs and projections. The future is never as bright as some may want it to be. War comes in many varieties, often in unexpected ways and unanticipated places.

As the Army analyzes its factual state and develops a narrative, it must also be mindful that fully resourced requirements are never affordable—they were not during the Cold War, and they are certainly not now. There will always be some kind of a strategy/resource gap. An accurate, complete and solidly justified set of facts concerning the Army's current state and a coherent, clearly explained narrative of the gap between that current state and objective requirement, however, frame the discussion of "acceptable risk." Absent such a framework, the discussion becomes more of a budget drill than an informed strategic decision.

The follow-up to Unified Quest will certainly be as important as the exercise itself. □

LTG James M. Dubik, USA Ret., is a former commander of Multi-National Security Transition Command-Iraq and a senior fellow of AUSA's Institute of Land Warfare.

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More Evidence That 'Balance' Really Means 'Less'

By Richard Hart Sinnreich

Following up on a recent column, a colleague sent me a copy of the Army's 2010 Modernization Strategy. According to its proponent, "The 2010 Army Modernization Strategy explains how we will bring the Army back into balance to meet our current and future challenges."

The admission that today's Army is out of balance is welcome acknowledgment of a condition about which many have complained. But the document also confirms the conclusion of my column that, however defined, *balance* doesn't include significant field artillery modernization.

Although it forecasts programs out to 2020 and beyond, the strategy doesn't include a single new fire-support system. Virtually every field artillery program listed is merely a variant of some system already in service, in many cases long in service.

Listed under "Shooters," for example, are the tracked and wheeled versions of the Multiple Launch Rocket



System, the Paladin M109 howitzer product improvement program, and a lightweight 155 mm howitzer currently in service. Not one of these systems is new. The most recent addition, the lightweight howitzer, was fielded initially in 2002.

What is true of weapons also is true of other field artillery equipment, from counter-battery radars to survey equipment. Even munitions—coin of the realm at a time when dread of collateral damage has only magnified the passion for precision—are limited to enhancements of existing precision-guided rockets and howitzer projectiles.

Some might argue that the strategy envisions no new field artillery programs because none yet have been proposed that offer any real advantage over systems currently in service. But Defense Secretary Robert Gates' speech at the Eisenhower Library in May suggests a more convincing explanation.

"Given America's difficult economic circumstances and parlous fiscal condition," Gates declared, "military spending on things large and small can and should expect closer, harsher scrutiny. The gusher has been turned off and

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will stay off for a good period of time."

Accordingly, he added, "This department's approach to requirements must change. Before making claims of requirements not being met or alleged 'gaps' … we need to evaluate the criteria upon which requirements are based and the wider real-world context."

For Gates, apparently, that real-world context doesn't include a high-intensity fight with a technologically capable enemy. Here, however, he's at odds with others who argue that the days when we could count on fighting low-intensity wars against poorly armed and unskilled adversaries are rapidly coming to an end.

In a recent article in *Small Wars Journal*, for example, Army MAJ Irvin Oliver, an instructor at West Point, argues that today's planning "draws the wrong conclusion from the current U.S. wars and does not pay adequate attention to the Israel-Hezbollah war of 2006."

In that brief contest, he points out, fewer than 7,000 Hezbollah fighters were able to fight three regular Israeli divisions to a standstill. In the process, he notes, "Hezbollah effectively employed advanced combat systems, including medium- and long-range rockets, unmanned aerial vehicles and modern antitank weapons."

Meanwhile, as have insurgents in both Iraq and Afghanistan, Hezbollah deliberately exploited its enemies' reluctance to inflict civilian casualties to defeat the Israelis' superior firepower.

In sum, Oliver concludes, today's so-called irregular combatants "have [so] blurred the lines between conventional and irregular warfare as to make them nearly indistinguishable."

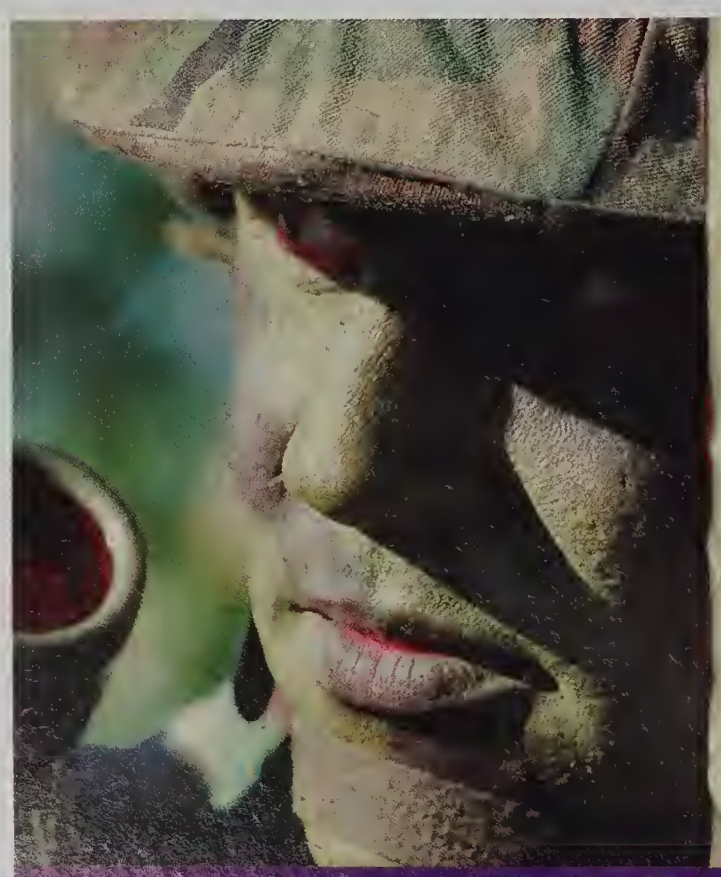
Others agree. Defense analyst Steven Daskal argues that such hybrid warfare is simply "a revival of an older conception of warfare augmented by modern technology" in which irregular combatants "now, as in premodern times, are increasingly unconstrained by 'laws of armed conflict' because they are waging total war."

In such struggles, he adds, "No quarter is expected or given, either to combatants or noncombatants. The latter are not perceived to be innocent neutrals, but either essential support elements providing supply, concealment and intelligence, or at least passively supporting the enemy."

Thus we have a situation in which the technological advantage heretofore enjoyed by regular armed forces over irregular adversaries is disappearing at the same time that the disproportion in their willingness to employ it is widening. That isn't a prescription for the Western democracies' future military success.

Far more than a lack of innovative fire-support ideas, it is the political and military shortsightedness underwriting that situation that chiefly is responsible for Fort Sill's current programmatic stasis. □

***Richard Hart Sinnreich** writes regularly for* The Lawton *(Okla.)* Sunday Constitution. *This article originally appeared in the May 16, 2010,* Lawton Constitution *and is reprinted by permission of the author.*



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Mentoring an Afghan Provincial Government: Playing Small Ball

By LTC Michael P. Gabel

"Small ball" is the term given to a style of baseball play that relies on singles, fast base running and alert offensive play to score runs and win games. Some teams go for the big home runs. Others, for a variety of reasons, play small ball. In a surprisingly large percentage of cases, the team playing small ball wins. A single, a stolen base, another single and a run has scored. Do it again, and two runs are in. Do it enough, and a game is won. Repeat, and you're in the playoffs.

American military units in Afghanistan don't have a similar choice. Our strategy demands that we avoid mass exercises of firepower that could lead to easy tactical wins. We are committed to a strategy that will lead the Afghan people to develop their own governance and their own new country. A winning tactic, given this strategy, uses small victories in the task of mentoring the provincial government—small ball, if you will—in a small theater on the global political stage.

As my battalion—4th Battalion, 25th Field Artillery—deployed to Afghanistan in December 2008, we joined an international mission seven years old and counting. Our arrival in a province that was once considered supportive was in many ways an effort to secure an underresourced province in which the Afghan government was being challenged, a place where the people and the government felt they received no international attention and were questioning their future. Mayden Wardak, our province, wanted to enter the International Security Assistance Force (ISAF) game, but as the people questioned their future, the Wardak insurgents seemed to gain momentum, scoring points and support from the locals. Our military mission was to provide fires in support of our brigade, but equally important was our civil mission: to work with the local government to ensure that insurgents were defeated because the people chose to reject them.

Here's how we did it.

Our movement into Wardak Province created tremendous expectations for those supporting the government and trepidation for everyone else. Our challenge lay in establishing sufficient credibility with the local people and government while guiding the government and people to develop policies and programs that improved the capabilities of the government and provided a winning formula—and hope—for the people of Wardak Province.



Facilitating improvements required organizational commitment to individual and systematic advances. Our approach sought to make small, simple improvements that could build momentum and lead to an eventual breakthrough. The one-step-at-a-time, one-hit-at-a-time formula is not flashy; it builds, instead, a succession of winning plays that fuels the government's capacity and the people's hope for a brighter future.

We scouted our area, identifying issues, establishing relationships with capable officials and identifying untapped talent. This assessment period focused our organization on helping the local government. We also partnered with the local governor, police chief, key administrative officials and the local Afghan military. Like those before us, we found all organizations well positioned to make large contributions, and their leaders all pledged to work together to enact positive change. Local leader commitment was essential to our one-hit-at-a-time approach. By working with and improving the local agencies, making them the face of change, we sought to show Wardakians that their government was working to build a better future whereas insurgents sought to destroy their lives. Our partnership efforts helped build a team mentality and an identity we all embraced. ISAF and Afghan leaders called us Team Wardak. Our by-, with- and through-partnering built teamwork, expanded Afghan capacity and began to turn the tables on the enemy in Wardak.

We began our partnership with the local leaders starting at the top with the provincial governor, Mohammad Halim Fadai. To expand provincial-level governance, we had to identify how to work with him. We had to get to know the man, his abilities and what he would do to help his own government. We also had to quickly identify the most pressing needs of the people in the governor's province. We then matched the people's requirements, the governor's abilities and our own unit's abilities to develop a focused plan to improve the governor's administration. Once key personnel and attributes aligned, our task shifted to administration, scheduling and mentoring on topics that expanded the reach of the government for the people. This all started with Governor Fadai, the one person who would put the ball in play.

The Players (Base Hit)

The first step of an operation, and especially in developing governance, is to develop situational awareness. Learning about key players in the government, their basic skills, their political and martial reach, and how

they execute their jobs was a prerequisite to starting work. During my first meeting with Governor Fadai, I quickly learned that he could talk the developmental talk. I'd been told that he was a good and talented man and that he spoke English. Yet he struggled with an understaffed organization that had little capacity. During this meeting, I also heard about other key leaders in Wardak and their relationship with the governor. The provincial police chief, the national director of security chief and the provincial council chief all had history and were solid players, but ultimately there was not a star among them.

At our second meeting, when I introduced the governor to my brigade commander, I noticed that the governor was extremely comfortable in his office and position. While there was a small hint of tension as the departing commander chided the governor for challenging the coalition's efforts in support of Wardak, the governor calmly responded with great respect and sincerity that he had the greatest appreciation for U.S. efforts and even more thanks for the support of its people and its soldiers, who sacrifice and work extremely hard on behalf of all Afghans. The governor even noted his admiration for families of deployed soldiers who wait for their soldiers to return. Not surprisingly, the tension left the room.

The governor showed that he was perfectly capable of "working the room" of Americans, and I realized that I could relate to and eventually work well with him. As our relationship improved, my capacity to give good advice, provide management tips and work with a smile, no matter what issue arose, continued to expand while Governor Fadai's ability to work the room sustained the momentum of his administration. A lone question remained: Could he, and would he, work Afghans as well as he did ISAF?

Initial Assessment and Lineup (Second Base Hit)

These initial meetings, essential to identifying working relationships and ways in which Afghans and ISAF would assist one another, showed that the key player, the governor, was extremely talented. Fluent in English, he was a former teacher who had headed a nongovernmental organization (NGO) in Kabul for several years. His command of language meant we'd be able to work quickly through issues without the fear of ideas being lost in translation; it would also help build a common understanding of each other. The governor demonstrated a nimble intellect and mannerisms that diffused confrontational situations. Luckily, the governor's strengths outweighed his challenges.

As we learned about each other, especially how we would act and react to different situations, we developed formal and informal ways to make progress in governance in Wardak Province. We had both worked with the international community, which helped us anticipate reactions to Team Wardak plans. Governor Fadai was the first president of the South Asian Free Media Association. He also held vice-presidential positions on NGO association boards and worked with the civil and international communities in South Asia with groups such as CARE in Afghanistan. Successfully holding these and other positions meant that the governor had the ability to manage people and the capacity for political, business and philanthropic engagements. His past predicted his ability to organize people and work to achieve goals. All he needed was a push.

My international experience in the Army prepared me to help. Furthermore, my interest in policy development that led to advanced studies in foreign relations and involvement in establishing nonprofit groups such as the Brussels branch of the Council for Emerging National Security Affairs (a group dedicated to policy debates and improving policy development) also meshed well with the governor's own past experiences.

Thus my initial assessment was favorable. We had a governor with whom we could communicate, who was willing to work with us and who was capable, if he had proper resources and some mentoring.

Formulating a Plan (Third Base Hit)

Within a week of our arrival in Wardak, I requested a meeting to introduce our unit leadership to key Afghan leaders. My staff mingled with the governor's directors and some additional civilian leaders. We found that the administration had more than 37 line directorates and influential municipal leaders. Clearly, we could not provide a one-to-one mentorship with the provincial government leaders, nor could we cover all the bases that ultimately needed oversight. How were we going to meet weekly, or even monthly, with all these leaders and develop a functioning bureaucracy? On to plan B.

The battalion spent a few weeks creating a chart of the provincial administration. While we were getting to know our partners, we needed to identify those departments that had the ability to improve. This assessment required about two months of working closely with line directors to get a feel for the leaders in each organization. While the staff met with and assessed the 36 line directors, I regularly met with Governor Fadai to identify priorities for the upcoming year. The battalion staff identified departments that we could work with, ones that fed our understanding of how to assist the governor. My recommendations to the governor facilitated a joint direction for the province and established goals on which we could both exert effort. My staff would assist his directors, and I would help push a joint agenda in ISAF while the governor would request assistance for the same agenda in the Afghan central government. This was the only practical way to manage our effort for the upcoming year, yet this is not a common approach for Afghans across their government.

Governor Fadai and I both understood the need to set priorities, and, after a month or so of discussion, we established the governor's priorities.

- Establish security to facilitate development.
- Establish projects that are developmental in nature, focusing on infrastructure in the province.
- Establish programs to improve

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government employees' capacity.

- Establish programs to improve employment opportunities for Wardak citizens.
- Establish an aggressive information outreach program to promote the government (an overarching goal that was essential to everything we did).

These general concepts proved to be enough to start people working.

Linkups (Fourth Base Hit—One Run Scored)

To accomplish the general goals, the battalion staff conducted planning meetings and identified how we would establish full partnerships with key line ministries to support our joint overarching goals. Our officers excelled in this linkup process. Military officers and senior NCOs are trained and practiced in goal establishment, planning and execution, and this is the single greatest strength that line units bring to local governments.

Our staff used these skills to assist local ministries in establishing their long-term agendas. This process began with the governor. I quickly established a weekly routine that would be carried forward throughout the organization. In Afghanistan, Friday is the Sabbath, so Saturday is the beginning of the work week. I requested—and held firm on—Saturday morning meetings to set the weekly and monthly calendars for the governor and eventually, through the governor, the provincial administration. Every Saturday, we joined Governor Fadai for our morning meetings. The few times he did not make it, we called and asked how his day was and gently reminded him of our schedule. The governor liked the schedule and strove to maintain it. Eventually, he used this regular event as an example for his administration.

The scheduling of meetings became learned behavior for his staff. His line directors followed suit, and his executive officer eventually coordinated all the departments' regular schedules. This was a tremendous organizational step forward that we had not seen at any level in the Afghan government. This weekly rhythm facilitated the Wardak administration's growth. As regular meetings were held and government officials understood the time lines, they learned to prepare well for meetings and developed their own planning sessions. Initially, the development of a schedule alienated line directors, who wanted total freedom, and constituents, who were accustomed to meeting with the governor whenever they called. The end result, however, was a more ordered administration that had time to plan, work and propose solutions to problems, resulting in an increase in funds from the Afghan central government. As I left Afghanistan, the executive officer thanked me and the staff for demonstrating the usefulness of a schedule.

The drive to a schedule and calendar at the governor's office led the line ministries and departments to develop calendars as well. Initially, administrators rarely carried notebooks to meetings, often arriving unprepared. When we left, most directors had organizers, could schedule major follow-up meetings on site, and were prepared to discuss any topic on the calendar with relevant information on how a plan or idea would affect their department.

The improved organization helped our integration with key sectors of the provincial administration. While there were often problems across the administration as a whole, the line ministries we worked with rapidly "upped their games." Because we could not partner one-on-one, our staff focused on seven areas, where we saw massive improvements: the health, women's affairs, financial ministry, police, public works, and agriculture and water departments.

Working within the seven key areas, our staff supported the provincial government in developing innovative programs. Our female officers established the first women's *shuras* held in the province in a generation. These meetings led to establishing women's training programs in sewing and the planned development of a women's market. Working with the governor and the finance ministry, we established a provincial chamber of commerce that gave businesses a voice to their representatives, facilitated donations for public projects and was ready to establish a small-business grants program. The police department was able to work with ISAF to expand training opportunities resulting in a better trained, more ethical police force that established a police administration, standardized case files and instituted equipment accountability. The health department established emergency room equipment standards and developed medical "push" packages to support outlying clinics that did not have resident medical staff. We established a direct relationship among several NGOs and the agriculture and water departments, resulting in hundreds of new apple trees, an export program to sell apples to Qatar and India, and the development of hundreds of small water projects through the U.N. World Food Program to conserve water and expand crop yields.

There Is No Crying in Baseball

We developed success through basics, but we ensured success with our follow-up. Our programs did not magically appear. Many times, we noted that a director would assume that a project pitch and our general agreement of support were enough to get the Americans to complete the entire project. When we asked for an updated plan a month later, the director would say, "I thought you had that." We then would have lengthy discussions about how we would help with a project but not do the work for them. This follow-up led to the directors' creation of a process in which they planned and pitched ideas and identified needed resources. Once we agreed in principle to facilitate resourcing, the directors would complete the plan with engineering designs in English and Pashto. Then we could find an ISAF or NGO solution and facilitate a link to push the project forward. What we did not do was allow the directors to point fingers at each other. Our leaders worked with all directors, and I worked with the governor to ensure that we built positive momentum and did not allow divisive actions to stop progress. This direct

leadership helped move programs to the next level. It also ensured that we ended every meeting with an understanding of what was agreed upon and who was responsible for the next actions. Scheduling and establishing responsibility drove improvements.

At the end of our year in Wardak, it was clear to our unit that the key to improving the local government was focusing on basic management and synchronizing effort. For us, the basics were establishing a governmental schedule, establishing departmental meetings, establishing local organizations such as the chamber of commerce and providing an overarching vision for all of these organizations. This allowed the government to develop a plan, link that plan to Afghan central government processes, and request additional resources from international organizations and NGOs to increase human and infrastructure capacity. Keeping our management functions simple through a weekly calendar meeting, monthly goal-setting meetings and regular project-development meetings allowed the Afghans to plan and execute one project at a time. These projects led to improved governance and an expanded budget from the central government, expanded crop yields, expanded employment and opportunity for citizens, lower crime rates and a reduced insurgency.

There is a Persian proverb that says, "Only when it gets dark can you see the stars." While the future for Afghanistan is not bleak, there is a pall of darkness over events in the country. If we look through the darkness, however, there are many shining stars who want to work hard and build a better country and a better life for their families and children.

These stars know there is no quick fix in Afghanistan and are willing to grind out small hits that lead to big scores. They are building a team that focuses on the basics and hopes to take advantage of its opponents' mistakes one hit at a time, one advancement at a time and one score at a time. Our small hits led to better organization at the provincial level. Continued hits will lead to better organization at the district and village levels. This will drive requirements and clear away the fog of corruption to develop a government that improves the daily lives of its citizens and scores the winning run for Afghanistan's future.

You don't always succeed with small ball; when you don't, pick yourself up and start over again. There is no crying in baseball and no room for giving up on mentoring a provincial government. We showed that small ball works, however, providing a better life for the people in Afghanistan, and that better life will lead to the accomplishment of national aims in the country and the region. □

__LTC Michael P. Gabel__ recently completed a combat tour in Afghanistan. The outgoing commander of the 4th Battalion, 25th Field Artillery, he holds a master's degree in international relations from The Catholic University of America. (The views presented are those of the author and do not necessarily represent the views of DoD or its components.)

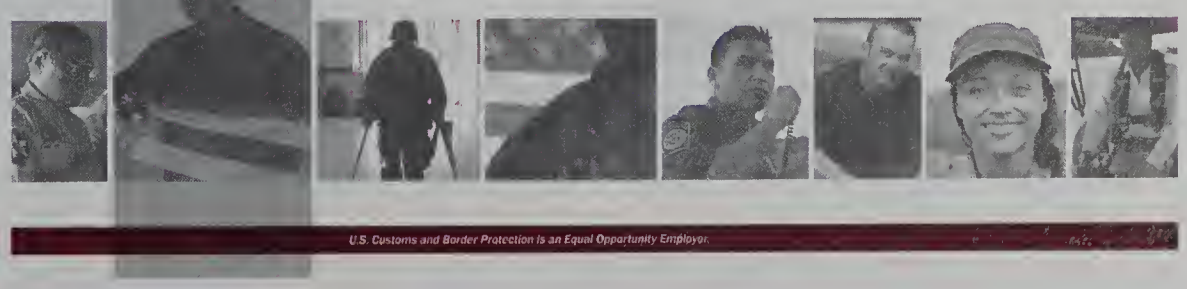


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Training for Afghanistan on

Photographs and Text
By Dennis Steele
Senior Staff Writer



The Kit Carson statue at Fort Carson, Colo. Inset above, wearing gear to protect him from paint rounds at the Fort Carson submunition military operations in urban terrain (MOUT) site, a soldier from Company C, 1st Battalion, 22nd Infantry (C-1/22 Infantry), 1st Brigade Combat Team (BCT), 4th Infantry Division (Mechanized), checks for an opposing force shooter during training for deployment to Afghanistan. Inset far right, PV2 Nicholas Shaw-Fryer—assigned to the 1st BCT's Company D, 1st Battalion, 66th Armor (D-1/66 Armor)—takes a knee as his squad trains at Fort Carson. Over the past year, his battalion parked its [illegible] vehicles and transformed itself into a light infantry [illegible]. The 4th Infantry Division's 1st BCT is the Army's first [illegible] deployment to Afghanistan.

America's High Ground



The bronze Kit Carson statue at Fort Carson's visitor gate points westward to the craggy horizon of the Rocky Mountains, Colorado's signature natural landmark and the post's greatest asset in training soldiers for the Afghanistan war.

At the base of the Rockies, Fort Carson, home of the 4th Infantry Division (Mechanized), sits at an elevation above



Left, 1st BCT soldiers are issued mountain boots for the Afghanistan deployment. Below, 1st BCT soldiers receive instruction on the newest version of the enhanced individual body armor vest being issued to them.







Above, SGT Michael Bartley and PFC Zachery Francis—assigned to the 1st BCT's Troop A, 7th Battalion, 10th Cavalry—fire newly issued enhanced battle rifles during squad designated marksman training. Right, C-1/22 Infantry soldiers prepare to exit a building during force-on-force training.

6,000 feet, and the nearby range juts steeply to top out at 14,115 feet with Pikes Peak, which towers over the high prairie and expanse of Colorado Springs, the fort's hometown.

It is an area that is nearly ideal for preparing and training to meet the rigors of Afghanistan, shaving weeks or months from the altitude acclimation that troops must endure when they arrive in Afghanistan and providing a physical training course for the climbs that likely await them in theater.

During the past year, the 4th Division's 1st Brigade Combat Team (BCT)—which relocated to Fort Carson from Fort Hood, Texas, last summer and is the Army's first heavy brigade scheduled for deployment to Afghanistan—has been maximizing the mountain training opportunity as it transformed itself into a light infantry unit in both ability and attitude to be part of the U.S. force buildup for Operation Enduring Freedom and operations that are planned as a major push against the Taliban.

The brigade parked its Abrams tanks and Bradley fighting vehicles and stepped up individual soldier preparation, concentrating on dismounted combat skills and physical training aimed at increasing endurance and patrolling on steep and uneven ground while carrying heavy loads.

"We've spent a lot of time walking up and down hills," said MAJ David Meyer, the 1st BCT's executive officer. He noted that general training goals and operational outlook shifted to reshape the brigade as a light infantry unit.

"In a heavy brigade, vehicles are an essential element, so the main challenge was to become primarily dismounted," he said. "On Fort Carson, we [have high enough elevation]

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A D-1/66 Armor patrol receives instruction on improvised explosive device detection on a Fort Carson range.



C-1/22 Infantry soldiers return fire during force-on-force training.



A 1st BCT M2 .50-caliber machine-gun crew zeros the weapon.

to begin with, and we utilized the terrain around us, incorporating road marches and trail running into our training, toughening our feet, toughening our backs and understanding our loads—load planning for individuals, not tanks—and doing internal cross-leveling to create very capable platoons."

But some things did not need revamping. "What did not change is that we are still training lethal platoons," MAJ Meyer explained. "And leadership is leadership."

Some skill sets had to be adapted. Since heavy brigades are equipped with 120 mm mortars, the 1st BCT mortar crews had to be trained on the 60 mm and 81 mm mortars they will use in Afghanistan, for example. The BCT also tripled its mortar density, building mortar crews from scratch.

"It's easy to focus on equipment; it's easy to focus on 'stuff.' Those are things that are tangible," MAJ Meyer said. "Ultimately, it's leadership and people. Ultimately,

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PFC Matthew Zajac, US Army, 2nd Infantry Division, Fort Carson, Colorado and his father, Mike, photographed at a Fisher House in San Antonio, Texas.

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Soldiers from D-1/66 Armor crest a rise during a cross-country training patrol.



Right, SSG Joel Micholick checks hits during squad designated marksman training. He was part of a mobile training team from the U.S. Army Marksmanship Unit, based at Fort Benning, Ga., that came to Fort Carson to teach a course for 1st BCT soldiers.

Enhanced battle rifles, the squad designated marksmen's weapons.

it's a mind-set—a mind-set that we have to prove ourselves. Success is the mind-set."

"The change of mind-set, we call 'the juice,'" said CPT Mikel Resnick, commander of the 1st BCT's Company D, 1st Battalion, 66th Armor (1/66 Armor). He explained, "It's physical and mental toughness. It's a total shift: We're not an armor company anymore; we're a light infantry company. We're not an armor battalion anymore; we're a light infantry battalion. In fact, we don't even refer to ourselves as the 1/66 Armor—we say we're Task Force 1/66."

The captain said that during the previous seven to eight months, his company—cross-leveled to be a 50-50 armor/infantry unit—conducted only dismounted operations, leading up to its mission rehearsal exercise at the Joint Readiness Training Center (JRTC), Fort Polk, La.

"We were the first tank company to go through JRTC, and they couldn't tell that we were tankers," CPT Resnick said.

The company instituted a grueling physical training (PT) regimen of road marches, running obstacle courses with 100-pound loads and National Football League combine-based challenges that were militarily adapted. The soldiers did hill sprints wearing individual body armor (IBA) and climbs up sides of the nearby Rockies in IBA.

"The key element was that off-post PT," CPT Resnick said. "Here at Fort Carson, we can do PT at 8,000 or 9,000 feet, and that can't be replicated anywhere else."

The 1st BCT's objective was to create independent and self-reliant platoons, adapted specifically for operations in Afghanistan with more combat punch and added capabilities. Combat medical capabilities were increased using training techniques borrowed from the Ranger first-responder program to create advanced combat lifesavers who the 1st BCT call "Raider first responders" for their Raider brigade designation.

The number and capabilities of squad designated marksmen were ramped up, issuing enhanced battle rifle sets—which are composed of the latest variant of 7.62 mm, M14-based rifles, accurized and outfitted with a 10-power scope, bipod and lightweight stock—and bringing in a training team from the U.S. Army Marksmanship Unit (USAMU) to train the brigade's squad designated marksmen on the system and distance shooting in general.

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Above, SGT Tiffany Knotts—a member of the 1st BCT brigade command group's personal security detachment—instructs PV2 James Rwne (shooting) and SPC Goran Churchin on the M2 .50-caliber machine gun. The three soldiers are assigned to the 1st BCT's 1st Special Troops Battalion. Right, a C-1/22 soldier passes a shot-up range target vehicle during force-on-force training.



SSG Joel Micholick, an instructor with the Fort Benning, Ga.-based USAMU mobile training team, which incorporated volunteer civilian instructors from the Civilian Marksmanship Program, said, "We take a soldier and give him an understanding of trajectory and how to incorporate environmental effects like wind—generally, what things can affect a shot, why they happen and how to adjust for them."

Squad designated marksmen from the 1st BCT unboxed their new weapons, and the USAMU team helped them in adjusting scope eye relief, trigger pull and the like. The team conducted classroom instruction and took trainees to the range to zero the weapons and for practical application, which meant a lot of shooting.

"My hope for these guys is that we can teach them to use their weapons effectively, integrate that into the squad and ultimately be a force multiplier," SSG Micholick said. "The team's goal is to give soldiers confidence in the weapon system and the knowledge to survive and succeed."

Along the lines of the squad designated marksman en-







Above, a 1st BCT soldier takes aim while training at the Fort Carson submunition MOUT site. Below left, SGT Samuel Hackwell (D-1/66 Armor) patrols with his fire team at Fort Carson.

hancement, the brigade has incorporated a squad-designated linguist training. Approximately 300 of the brigade's soldiers graduated from an intensive seven-week course in Dari and Pashto conducted by a mobile training team organized by the Defense Language Institute Foreign Language Center. Classes were held fours days a week, six hours a day, to give soldiers a "tactical vocabulary" of at least 300 words (a minimum standard exceeded by many students) as well as practical skills in constructing sentences and conveying ideas by conversing with native Afghan instructors in scenarios they are likely to encounter once in theater.

"The overall idea of our training is independent empowerment, creating self-reliant and independent platoons," MAJ Meyer explained.

As of this writing, the 1st BCT, the Army's newest light infantry brigade, has deployed to Afghanistan and will test its skills in combat soon. ★

Building the Right





Above, transition team members wait their turn to qualify on the M240 machine gun at the crew-served weapons range at Fort Riley, Kan., in July 2009. Teams embed with Iraqi and Afghan security forces to advise, teach and coach them.

Above, the transition team conducts key leader engagement training with role players at Fort Riley. Right, while waiting their turn to shoot at the Fort Riley range, transition team members conduct "glass house" clear-a-building training.

Combat Advisor Capability for the Army



Photographs: U.S. Army

By COL Richard J. Holdren
and
MG Virgil L. Packett II
U.S. Army retired

In June 2008, Chief of Staff of the Army (CSA) GEN George W. Casey Jr. stated, "Soldiers who serve on our transition teams (TTs) and our provincial reconstruction teams (PRTs) are developing exactly the type of knowledge, skills and abilities that are vital for our Army to be effective in an era of persistent conflict." He ordered the Army to develop this capability as a core competency. Almost two years later, the Army is still struggling to attract enough combat advisors.

The Army has yet to establish the necessary incentives within the personnel management system to ensure its success; thus it continues to struggle to staff the positions required by the force in the field. The Army's combat advisor training is more a checklist of tasks to be learned for deployment than it is a proper education of counterinsurgency (COIN) tactics, techniques and procedures (TTPs). The Army has not developed the proper program of instruction within its professional military education system to produce the soldiers needed for an era of persistent conflict. As Iraqi forces draw down, now is the time to reenergize and develop the combat advisor skill set and firmly place it as a core competency within the Army's full spectrum of capabilities.

In Adam Smith's *An Inquiry into the Nature and Causes of the Wealth of Nations*, he makes a compelling argument for the necessity of a professional, standing army.

■ The first duty of a nation-state is to protect its citizens from the violence and invasion of another society; the only method is by military force.

■ When a nation-state relies on a militia as its primary means of military force, that nation-state will always be exposed to the risk of being conquered by a barbarous neighbor.

■ The only method a nation-state has to mitigate such a risk is to develop a professional, standing army.





Transition team members attend large group marksmanship training at Fort Riley in July 2009. The transition team training mission moved from Fort Riley to Fort Polk, La., in late summer 2009.



Members of the transition team conduct combat lifesaver training at Fort Riley.

■ It is only by the means of a professional, standing army that a nation-state can be preserved and perpetuated over a considerable time.

■ A professional, standing army is also the only means by which a barbarous nation-state can be civilized.

■ The military must be subordinate to the highest civil authority and must defend the constitution of the nation-state.

■ A professional, standing army that is subordinate to the nation-state's highest civil authority and supports its constitution can never be dangerous to the liberty of the people.

■ The cost of defending a nation-state becomes more expensive as that nation-state advances in civilization.

Smith's argument not only summarizes why a professional, standing army is necessary to preserve a nation-state, it also sets the groundwork for how a barbarous nation can be converted to a civilized nation-state. Combat advisors are necessary to assist nation-states in providing their own security.

Establishing representative forms of government is a goal of U.S. foreign policy in Iraq and Afghanistan. The United States recognizes the importance of supporting partner nations and assisting them in building the capacity required to secure their own borders and to extend that security beyond their borders. A primary mission of the U.S. geographical combatant commands (GCCs) is to enable partner-nation capabilities to first protect the partner-nation's own borders and, second, to export security to its neighbors. It is this collective security arrangement that also requires the Army to develop the combat advisor skill set. Each U.S. GCC (Central Command, European Command, Southern Command, Pacific Command, Northern Command) requires this combat advisor skill set to train, advise and assist partner nation-states. To enable this, the Army must build a combat advisor capability. This will only happen, however, if the Army establishes the right incentives and proper training to build the combat advisor skill set.

GEN Casey laid out specific guidance in a June 2008 message to ensure that a combat advisor skill set is being developed by the Army and that proper incentives are in place. He directed that all majors serving in TT or PRT positions receive key development (KD) credit and be given the opportunity "to hold an additional 12 to 24 months of a branch-specific KD position." The CSA "directed Human Resources Command (HRC) to award centralized selection list (CSL) credit for lieutenant colonels serving specifically in the TT commander positions." GEN Casey took this action one step further by directing a new CSL subcategory called Combat Arms Operations "open to all eligible officers in the maneuver, fires and effects (MFE) branches and to foreign area officers (FAO)." In May 2009, GEN Casey directed that "officers who accept command in the Combat Arms Operations command subcategory (A02P/CSL transition team) will have the option to recompete on the lieutenant colonel CSL board the following year" to encourage officers to accept a combat advisor command position. While GEN Casey's messages provided little or no guidance on how to best train combat advisors, the training systems that existed at Fort Riley, Kan., and are now in place at the Joint Readiness Training Center (JRTC) at Fort Polk, La., are not sufficient to meet the CSA's overall intent. To better attain this, changes to the Army's personnel management system and combat advisor training are necessary.

The Army was on the right path when it created small 11- to 15-member transition teams for Iraq and even larger teams for Afghanistan. The incentive of giving officers KD and CSL credit influenced some officers to take the risk of becoming combat advisors and learning this critical skill set. All TT and PRT team chiefs in the grade of O-6 and O-5

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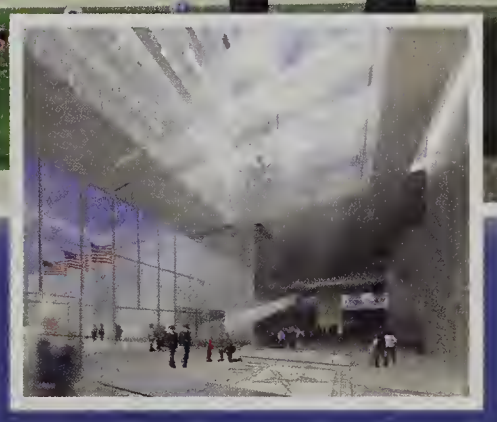
*COL **Richard J. Holdren** is the commander of the Basra Operations Command Military Transition Team in Basra, Iraq. He has served as a field artillery and operations research systems analysis officer. **MG Virgil L. Packett II**, USA Ret., serves as an active mentor for First U.S. Army's deploying combat aviation brigades. He has served in joint and coalition command and staff positions from the Pentagon to major NATO commands in Europe. (The views presented are those of the authors and do not necessarily represent the views of DoD or the Army.)*

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Military transition team, "Team Griffin," in August 2009: first row (kneeling, left to right) MSG Arturo Ortiz, SFC Dennis Barry, SFC Chris Gamble, MAJ Andrell Hardy, CPT Doug Vaquez; second row (standing, left to right) MAJ Marc Staats, COL Richard Holdren, MAJ Tony Mai, SSG Jason Zimmerman, CPT Hal Eddy, SFC Miguel Ortiz, SFC Mike Villareal, SSG Gordon Welles; third row (on Humvee, left to right) CPT Joe Frederick, CPT Angel Robles.

should have received CSL credit, and all O-4s assigned to those teams should have received KD credit. The plan had the right incentives at the O-4 and O-5 levels, but the Army should have created a similar incentive at the O-6 level. Lieutenant colonels and majors were beginning to see the benefit of becoming combat advisors. Changes in the strategic environment, however, caused the Army to shift from this concept in favor of enhancing brigade combat teams (BCTs) with the combat advisor skill set and deploying these officers inside the BCTs. In addition, not all lieutenant colonels assigned to these enhanced BCTs will receive CSL credit, and it's not clear if all majors will receive KD credit. What happened to those critical incentives?

The risk the Army is taking right now is twofold. First, the CSL-select lieutenant colonels who thought they were about to get a command-equivalent position as commanders of 11- to 15-member teams are finding out instead that they are being assigned to BCTs as liaison officers, with no troops to lead and no team to build. It's not the responsibility they were expecting to have.

Second, there is a risk that the other lieutenant colonels and majors who volunteered for combat advisor positions expecting CSL or KD credit and are now finding out they may not get it will view their assignment as a broken promise. The ability to compete for a "true" CSL position will not solve these two emerging issues; two specific actions, however, could mitigate them. First, redesignate every O-5 and O-6 TT/PRT chief or brigade combat team for security force assistance (BCT-SFA) position to a CSL-credit billet. Give all officers serving in that capacity CSL credit, whether or not they are on a CSL list. All O-4s serving in combat advisor positions must receive KD credit and be given every opportunity to serve in their branch-specific KD job once they return from deployment. Second, mandate to the next CSL board that a specific percentage of the officers selected for battalion command must have the combat advisor skill identifier. That will send a clear message to all soldiers that having the combat advisor skill identifier is a discriminator for higher-level positions, similar to how joint positions are required for officers who want to compete to become brigadier generals.

Developing a combat advisor skill set designed to meet the future needs of an Army in persistent conflict requires a personnel management system designed to encourage U.S. soldiers to volunteer and accept those positions. The personnel management system must first establish criteria for earning the combat advisor skill identifier. Soldiers who earn that identifier must be tracked and managed to ensure that the best and brightest are promoted and have a competitive advantage for the CSL positions. Initially, the Army can do this by establishing a quota and selectively choosing specific commands to go to soldiers who recently achieved the combat advisor skill identifier. The Army should consider assigning one-year tours for select brigade and battalion commands in units that will deploy as BCT-SFA units and should selectively place the Army's best and brightest soldiers who have earned the combat advisor skill identifier in those selected command billets.

When soldiers see their peers or superiors selected for higher-level commands based in part on their experience as combat advisors, they will volunteer for and even demand those positions, just as soldiers who want to be competitive for battalion command see positions in the JRTC and National Training Center (NTC) as jobs that will make them more competitive for selection. To establish in the personnel management system the right incentives that will naturally

cause soldiers to want to volunteer to be combat advisors, the Army must make this a stepping stone for higher-level commands.

The Army should take a close look at how it promotes colonels and generals specifically in the special operations force and FAO communities. The Army should require that they earn the combat advisor skill identifier in order to make colonel or brigadier general. For other branches, the Army should establish a quota or certain percentage of its officers—based on its needs—to earn the combat advisor skill identifier. Establishing a needs-based quota requiring a certain percentage of the Army's senior officers to have the combat advisor skill identifier will create the proper incentive.

All captains and majors serving in combat advisor billets should receive key development credit regardless of branch. Captains and majors just returning from combat advisor positions should also jump to the front of the line for their branch-specific KD job at their next duty assignment. Placing a combat advisor-qualified officer in the KD job before a noncombat advisor soldier (who is not senior in time-in-grade) clearly sends a message to junior officers that volunteering for a combat advisor skill set position enhances one's career and is important. These incentives will encourage captains and majors just finishing the career course or intermediate-level education to consider volunteering for combat advisor positions in TT, PRT or BCT-SFA units followed by an assignment to a table of organization and equipment unit because it should afford them the opportunity of getting the branch-specific KD job they need once they return.

Senior NCOs just returning from combat advisor positions should be afforded the same opportunities as captains and majors. Senior NCOs should jump to the front of the line to fill the coveted senior NCO positions. This, too, will create an incentive for senior NCOs to volunteer to attend the Combat Advisor Course and act as combat advisors in TT, PRT or enhanced BCT-SFA units.

Professional Military Education For Combat Advisors

Creating the right incentives in the Army's personnel management system is the first step; the second is to establish the right professional military education system. A proper Training and Doctrine Command (TRADOC)-level school must be immediately established to ensure that a standard is met to achieve the combat advisor skill identifier. TRADOC should develop a Combat Advisor Course six to nine weeks in length. It can borrow many ideas from the already established JFK Special Warfare Center and School, Fort Bragg, N.C. At a minimum, the Combat Advisor Course should focus on: insurgency, COIN and foreign internal defense; understanding culture theory; basic language training (key 100 words/phrases); Office of Defense Cooperation (ODC) concepts—building partner-nation capacity, foreign military sales, foreign military financing, international military education training; train, advise and assist concepts; leadership concepts/staffing functions for a small military advisory team; and the role of the combat advisor/ODC to implement overall U.S. national strategy (how it all fits in the big picture) along with the combatant command's strategy.

TRADOC should consider consolidating the Combat Advisor Course with the JFK Special Warfare Center and School Course. All special operations forces and foreign area officers/NCOs should be required to attend the Combat Advisor Course. All other officers and NCOs receiving a combat advisor deployment/assignment should attend the course prior to predeployment training.

Predeployment Training for Combat Advisors In Iraq and Afghanistan

The current predeployment training established for combat advisors requires significant changes and resourcing to meet the guidance reflected in GEN Casey's messages. Disbanding the school at Fort Riley and moving it to the JRTC at Fort Polk has not resolved the issue. While JRTC or NTC training to prepare soldiers for the combat environment to which they will soon deploy is good, it is not the most conducive environment for soldiers to learn a new culture, a new language, COIN warfare theory and TTPs, and train, advise and assist concepts. A better training environment would be a proper TRADOC-developed school similar to the old Combined Arms and Services Staff School. The school should be organized in small groups



Team members receive a mission brief before conducting a combat patrol simulation exercise at Fort Riley.

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A 44-man open bay "at rest" while most transition team members attend crew-served weapons training at Fort Riley.

of 12 to 16 members facilitated by a small-group instructor who will guide the team in teaching themselves the concepts needed to become successful combat advisors. The current training model in place is only a Band-Aid to meet the urgent needs of sending combat advisors to Iraq and Afghanistan. A proper TRADOC-developed school, in tandem with an operational-level assignment, will allow officers to earn combat advisor skill identifiers that can be tracked and managed by HRC.

Until a proper combat advisor school can be established, the following suggestions would better prepare the soldiers, airmen, sailors and marines for their combat advisor tours. The class size of the combat advisor predeployment training should be small. Large-group training is ineffective and should not be used. Each training team should form as a miniature staff, with each member of the team performing the functions of that staff element. Each team should be able to replicate a small battalion-level staff organization and be trained to operate semiautonomously.

To best prepare current combat advisors for duty in Iraq or Afghanistan, combat advisor predeployment training should focus on nine areas.

■ Insurgency and COIN: The team should study both insurgency and COIN principles, and each member of the team should be responsible for becoming a subject-matter expert on certain principles and then teaching those principles to the other members of the team in a small-group setting.

■ Command Relationships: Training should include command relationships with U.S. conventional forces. TTs and PRTs will require some support from battlespace owners, and that support should be explained. For example, medical, awards, logistics and contracting departments—and coordinating for U.S. support—will all be managed by a battlespace owner, not the TT or PRT. The TT or PRT needs to know how to best plug in to those capabilities.

■ Advise, Assist and Train: The team should self-teach the

Combat Advisor Staffing Process

■ Establish the relationship.

■ Understand the current systems in place.

■ Define (determine) chief goals and objectives to improve the current system in place.

■ Determine what capabilities are required to achieve those chief goals and objectives.

■ Conduct an assessment of current capabilities to achieve those chief goals and objectives.

■ Identify the gaps and the capabilities that must be improved or optimized in order to achieve the chief goals and objectives (improve their processes, don't implant ours).

■ Develop a systematic plan to build/improve/optimize the required capabilities to achieve the chief goals/objectives.

■ Prioritize which capabilities must be achieved first.

■ Focus all effort on developing those capabilities.

■ Give the credit to the host-nation forces/government.

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Training in individual as well as crew-served weapons is part of transition team weapons qualification.

military decision-making process and the combat advisor staffing process. Because the course requires each member of the team to teach each other in a small-group setting, each member will learn the necessary skills required to advise, assist and train other nation-states' soldiers. This should be augmented with training scenarios the team might face in the field, using "actors" who speak the language of the target country.

■ Language Training: The target country's language should be taught at least one hour a day at the beginning of the day. At the end of each week, the student should be responsible for demonstrating the ability to speak a certain set of phrases that would be useful in a social setting with partner-nation counterparts. Don't overwhelm the students; only teach the very simple things.

■ Culture Training: The target country's culture should be self-taught as part of small-group instructions by members of the team. Each member should be responsible for teaching something about the target country's culture to the rest of the class, followed by small-group discussion of the topic.

■ G1-G9 Staff Responsibilities: The team must learn to function as a mini battalion staff so that it can operate semiautonomously out in the field. This includes administrative functions, intelligence, operations, logistics, planning, communications, training, pay agent/contracting officer responsibilities, humanitarian-assistance coordination and even food handling/cooking (G1-G9).

■ TT/PRT Equipment Training: Both in the continental United States and in-theater training, the TT/PRT units require special-equipment training with the equipment they will use in theater. The teams should be issued vehicles immediately when reporting to training. They should become familiar with moving in these vehicles and with the procedures for turning the equipment on and off. The small group classroom should be equipped with both V-Sat and line-of-site computer systems that provide the team its Internet connectivity and a computer network that is managed by the team's own communications experts.

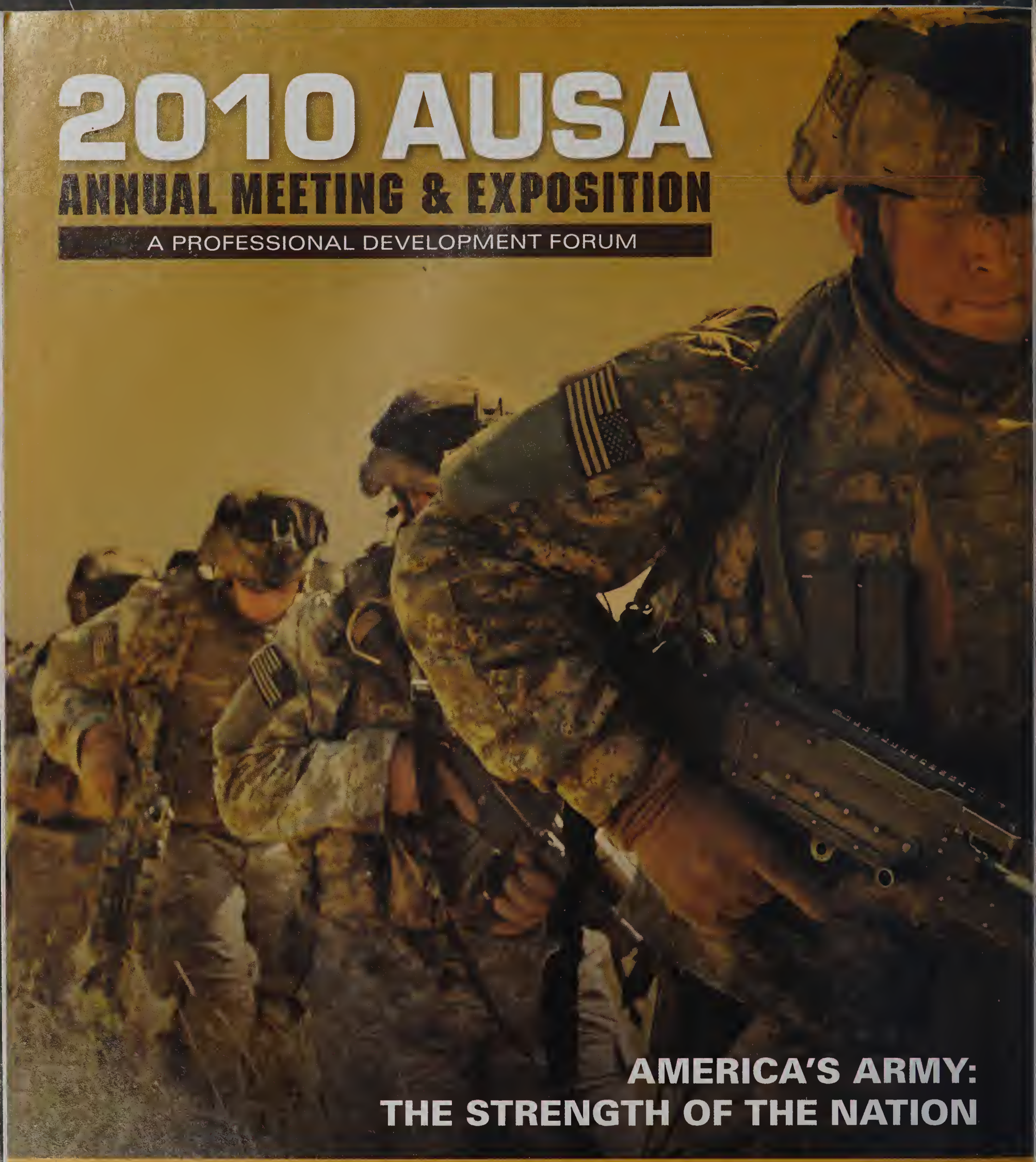
■ Weapons Familiarity/Qualifications: Teams should go to the ranges in small groups. They should run their own range among their own team. They don't need a fancy qualification range. They need the simple zero range, lots of ammunition, and the ability to run their own range their own way as a small group. That's the way they will do it once deployed. Absolutely do not zero and qualify in a large-group setting—it only wastes time.

■ COIN TTPs and Battle Drills: Teams should spend some time teaching basic counterinsurgency TTPs and battle drills using the self-teach (with instructor assistance) method. The focus should be on learning the basics so team members can teach them, not perform them for the host nation.

The Army is at a critical point in developing the combat advisor skill set. If the Army establishes a priority now, develops the training base, and aligns the appropriate KD credit, HRC will have officers beating down the door to request those assignments. The key to a successful transition is to set up the right incentives in our personnel management system. The Army must promote key individuals, starting immediately to demonstrate to the officer corps that they should seriously consider volunteering for such an assignment. Without this clear incentive, branch managers will be forced to fill the position with anyone available. Next, TRADOC needs to take ownership of developing the Combat Advisor Course and the right professional military education requirements for combat advisors. Until such a school is developed, combat advisor predeployment training must be revamped to focus on combat advisor-specific tasks. For the combat advisor skill set to meet the CSA's intention of maintaining "a critical place on the battlefield," the Army as an institution must develop a long-term strategy to develop the knowledge, skills and abilities required in combat advisors for an Army in persistent conflict. The Army can achieve this by establishing clear incentives within the personnel management system for officers or NCOs who choose to become combat advisors. The mandate is clear: The Army must implement the proper incentives and develop a professional military education system that creates the combat advisor capability required by an Army in persistent conflict. ★

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BCT Modernization Accelerates On Parallel Pathways



The small unmanned ground vehicle, one of the elements in the Increment 1 package that will undergo limited user testing in September, conducts reconnaissance in a variety of terrains and under various conditions.

Photographs: Scott R. Gourley

By Scott R. Gourley

With the recent identification of 3rd Brigade, 1st Armored Division (3-1 AD), based at Fort Bliss, Texas, as the Army's initial modernized Early Infantry Brigade Combat Team (EIBCT), expanded brigade combat team (BCT) modernization efforts will soon be accelerating along two parallel pathways.

One path involves a significant expansion of hardware capabilities and test activities surrounding the 5th Brigade, 1st Armored Division, Army Evaluation Task Force (AETF), also located at Fort Bliss. The second pathway involves the imminent fielding of low-rate initial production hardware to the initial EIBCT in preparation for fiscal year (FY) 2011 testing and FY 2012 deployment into theater.

While 2009 AETF testing paved the way for a December 2009 Defense Acquisition Board (DAB) review and acquisition decision memorandum (ADM) approving low-rate initial production for one EIBCT set of Increment 1 capabilities, the task force is preparing for a significant expansion of its testing during the remainder of FY 2010.

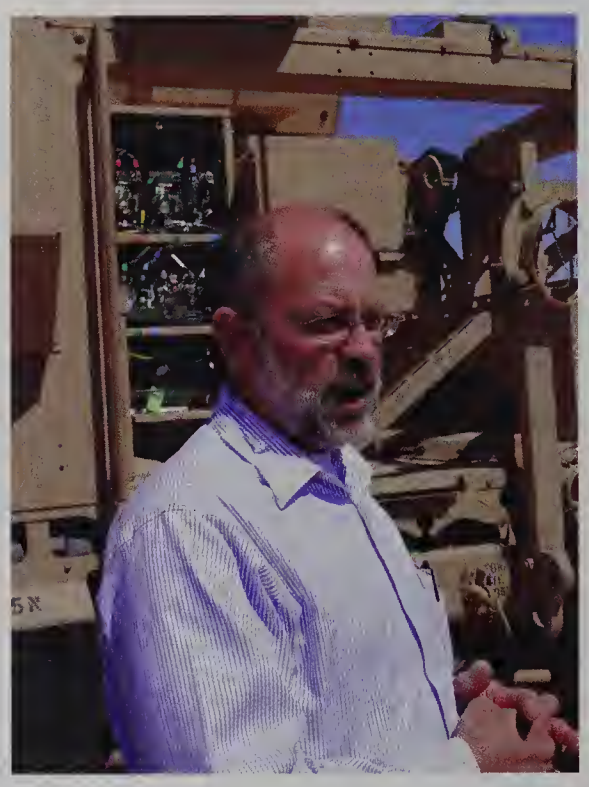
The Increment 1 package includes the small unmanned ground vehicle, the class 1 unmanned aerial system, unattended ground sensors, and the early increment of the network that will deliver, transport, and share information between these systems and warfighters.

The culminating test milestone will be a September limited user test (LUT), which will be dramatically larger and more complex than the September 2009 LUT that helped garner the DAB approval.

For example, LUT 2009 focused on testing the capabilities of an "enhanced" reinforced, company-size element operating on relatively flat and open terrain surrounding the Adobe Village complex at White Sands Missile Range, N.M. (See "BCT Modernization Reaches Critical Milestone," November 2009.) In comparison, LUT 2010 will involve an enhanced battalion-minus-size element operating across an operational maneuver area approximately 35 kilometers in diameter. Moreover, in addition to the flatland Adobe Village and another dispersed site dubbed Yucca Village, the expanded maneuver area will encompass a hillside cave environment as well as a new Mountain Village in the steep canyons above White Sands, designed to replicate tactical environments in Afghanistan.

"The village in the mountains introduces complex terrain and non-line-of-sight situations," said Jerry Tyree, director of White Sands Missile Range operations and Future Force Integration Directorate (FFID) deputy director for materiel. "That's not just for communications, but also for the rest of the system. Soldiers can't see the objective now from 8 kilometers away. We don't see it until we are basically up on it.

"The other key thing is that now this 'battalion-minus' that we have in test out here in FY 2010 is operating over an area that's approximately 35 kilometers in diameter," he added. "Now it has to be able to spread its wings a little bit. It has to be able to pass that information across the network at significant distances and challenges."



Behind Jerry Tyree, director of operations at White Sands Missile Range, N.M., a network integration kit in the open compartment of an all-terrain mine resistant ambush protected vehicle transmits data.

Along with the size and terrain complexities that will be introduced in LUT 2010, another important difference will involve both enhanced systems and new platforms that were not employed in earlier testing. Enhanced systems, for example, will include "production representative models" of the joint tactical radio system (JTRS) ground mobile radio (GMR). The GMR is an essential element of the network integration kit (NIK), providing the transport-layer solution for the movement and sharing of data from the other Increment 1 elements.

As currently envisioned, the four-channel GMR runs two channels of single-channel ground and airborne radio system waveform for voice communications, one channel of soldier radio waveform (SRW) for communications with the sensors, and one channel of wideband network waveform for sharing the sensor data.

Although a limited number of these enhanced radios, also known as engineering development models (EDM), had been available for the LUT 2009 testing (as well as Technical Field Test "C" and Force Development Test and Evaluation testing in 2009), the majority of systems employed at the LUT were "pre-engineering development models" (pre-EDM) of the GMR.

The new production representative models contain a number of significant advances over the pre-EDM versions, ranging from the latest drops of waveform software to hardware advances such as growth from 20-watt to 100-watt power amplifiers.

While any formal quantification of performance improvements will emerge from test results, early anecdotal reports from AETF support teams at White Sands indicate a positive trend. In the case of the SRW, for example, one senior service manager noted that the 800-meter SRW transmission ranges of LUT 2009 had been replaced by extended ranges that "routinely reach 10 kilometers" and recently achieved 12 kilometers.

Another significant materiel change involves the integration of EIBCT Increment 1 capabilities onto new tactical vehicle platforms. Specifically, while early AETF testing had integrated the NIK into Humvee models like the M1151 and M1097, ongoing efforts at the recently established Network Synchronization Center at White Sands are now placing those kits onto and into mine resistant ambush protected (MRAP) vehicles.

According to Tyree, the original selection of Humvee platforms for the NIKs used in the September 2009 LUT was based on formal tables of organization and equipment for Infantry brigade combat teams (IBCTs). Quite simply, those were the vehicles that appeared in those units. Subsequent guidance received from the Army Vice Chief of Staff in November 2009, however, directed the FFID to test EIBCT capabilities "in current theater MTOE [modified tables of organization and equipment] configurations."

That guidance expanded the platform options to theater-issued equipment like MRAPs. As a result, in early February, Tyree and a joint service crew began to plan and conduct integration of the NIK onto three MRAP models: MaxxPro, Caiman and MRAP all-terrain vehicles (M-ATVs). The integration was completed in April, with all 12 of the vehicles slated for participation in LUT 2010.

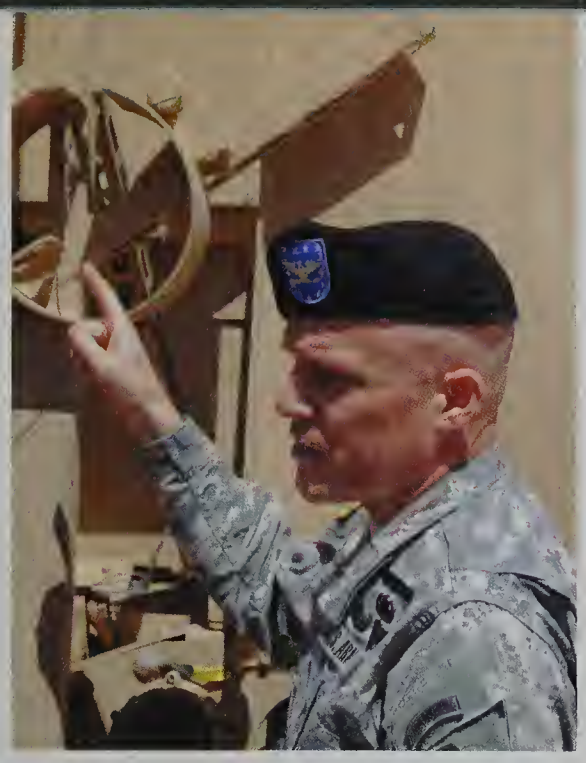
The integration efforts were also accompanied by the development of an "executable course of action" to provide NIK-equipped MRAPs to the EIBCT. The integration process developed by Program Executive Office-Integration at White Sands is now being transformed to production-ready design by Space and Naval Warfare Systems Center, Charleston, S.C. Once the first vehicles go through

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Scott R. Gourley, a freelance writer, is a contributing editor to ARMY.

integration and extensive testing, contracts will be put in place for NIK integration to support more than 80 vehicles for 3-1 AD.

A mix of M-ATVs and Caiman vehicles will be the first NIK-integrated models for use by 3-1 AD. While the M-ATV is the most likely platform for the bulk of the NIKs, Tyree acknowledged that the vehicle is "space constrained" and that the requirements for "a command post at the company level" could also drive some NIK integration onto a larger MRAP chassis. In addition, in the wake of recent Army decisions that have resulted in cancellation of the non-line-of-sight launch system (NLOS-LS), the Army is now exploring several options for NLOS-LS capabilities, and, once decided, the AETF will be evaluating and developing doctrine for those.



COL John Wendel, project manager for the Infantry brigade combat team under the Program Executive Office-Integration, stresses the importance of the upcoming limited user test.

None of the systems, however, can be translated into warfighter capabilities with the requisite network foundation inherent in the NIKs. COL John Wendel, project manager for the IBCT under the Program Executive Office-Integration, emphasized the warfighter criticality of the NIK, both for the expanding architecture of the EIBCT as well as future technologies that have yet to be identified. "What we have done is lay in the architectural foundation for JTRS," he explained. "As of now, the Infantry brigade combat team does not have a terrestrial-based digital network. We are offering that to them, and that's a big deal. All they do now is share position location information at the squad leader/platoon levels. We're now giving them the fusion of data; screens to project it; a robust, scalable, long-range system with wideband network waveform NIK-to-NIK and SRW sensor-to-NIK. That's huge.

"We are approaching the goal line," he added. "We'll have fielding in the fourth quarter of FY 2011 and deployment in the third quarter of FY 2012 of the first unit equipped. We are almost there. So, again, it's all about how we perform in our limited user test this year."



Working backwards from that date, MG Keith Walker, director of the U.S. Army's Future Force Integration Directorate, Army Capabilities Integration Center, at Fort Bliss, reiterated the key milestones in the parallel modernization pathways that will be followed between now and then.

"In 2012, the first EIBCT, designated 3rd Brigade, 1st Armored Division, will deploy to Afghanistan," he said. "It will take with it the first capability package, which we now call 'capability package 11 and 12' because that's what the funding lines are. So what happens to the AETF in 2012 when it deploys? What does it do? It continues to define, integrate, train and evaluate other potential solutions.

"Now," MG Walker continued, "what happens to 3rd Brigade, 1st Armored Division, in 2011? At the beginning of the year, they will start their training on the new equipment. A lot of that will be to get an initial flavor for it. A lot of it will be virtual. We will be using connected-soldier-to-digital applications—in other words, giving soldiers iPhones or iPods or some other portable device with which we can provide what TRADOC [U.S. Army Training and Doctrine Command] calls a persistent learning environment, and soldiers can have this ability with them throughout.

"After a piece of leader training on the equipment and virtual training on the equipment, [3rd Brigade, 1st Armored Division] will have what the project managers call new equipment training, where it's hands on and they are taught how to use the new equipment. After they complete that new equipment training, we have the last part of the acquisition process, the initial operational test and evaluation (IOT&E). 3rd Brigade, 1st Armored Division, will do the IOT&E for this first capabilities package because they are the ones who will deploy with it," MG Walker said.

Another piece of the process involves the December 2009 ADM that instructed the Army to perform "a comparative evaluation" in 2011 that will measure brigade performance both with and without the capabilities package. That evaluation will also be performed by 3-1 AD.

"After that, like every other brigade, they will have a mission rehearsal exercise to get ready to deploy in 2012," MG Walker said. "And what will the AETF be doing in 2011? They will be continuing on, doing other integration evaluation of other opportunities to get new capabilities into the hands of soldiers. So 2011 is a big year with two major parallel efforts here." ★

Tactical unattended ground sensors, such as the photo sensor, and urban unattended ground sensors are also part of Increment I and will be tested in September.



A Soldier's Medal

On the night of August 18, 1926, a plume of smoke appeared over the Pig Point Ordnance Reserve Depot in Suffolk, Va. It was the beginning of a nightmarish scenario. One of the depot's 25 high-explosives magazines was on fire, and the blaze was endangering adjacent munitions dumps filled with untold tons of live artillery shells and bombs. Fearing the worst, depot commanders began evacuating the families of civilian employees and made contingency plans for the men of the 56th Ordnance Company to abandon the nearly 1,000-acre facility.

By John Sheridan

What happened next is the stuff of legend. With the fate of the depot and the lives of the men of the 56th Ordnance Company hanging in the balance, a fireman, a private first class, leaped aboard the company's fire engine and drove it—alone—



U.S. Army/SGT Sharilyn Wells

SSG Jacqueline L. Hunt is awarded the Soldier's Medal by MG Alan D. Bell, deputy commander of U.S. Army Reserve Command, in August 2008. SSG Hunt, an Army Reserve Civil Affairs soldier, saved the life of a traffic accident victim who had life-threatening injuries.



U.S. Army/MSG Mark Woelzlein

LTG Charles H. Jacoby Jr., commanding general, then-Multi-National Force-Iraq, awards SSG James Rivera, 81st Quartermaster Company, 593rd Sustainment Brigade, the Soldier's Medal in December 2009 at Camp Victory, in Baghdad. SSG Rivera saved a driver from drowning after his vehicle plunged into a lake.



U.S. Army/SSG Adora Medina

SSG Kevin Sanders, 3rd Brigade Combat Team, 1st Infantry Division, receives the Soldier's Medal from MG Jeffrey Schloesser, commanding general, 101st Airborne Division, in April 2009. SSG Sanders saved a local boy from electrocution while on a mission in eastern Afghanistan.

headlong into the danger zone around the burning magazine. Following the young private's example, other members of the 56th poured out of the barracks to fight the fire and, by rallying around their comrade, had the blaze under control within an hour.

One year and two months after the fire, the private who led the company in fighting the Pig Point fire became one of the first men to receive what was then the U.S. Army's newest medal for heroism. His name was PFC James P. Martin, and the medal was the Soldier's Medal, the U.S. Army's highest noncombat award for valor.

The medal that PFC Martin received was the result of years of development. Around 1922, the War Department began to realize it needed a new kind of medal. Combat medals for heroism, such as the Medal of Honor, had long existed, but the War Department had no equivalent medals with which to recognize acts of heroism unrelated to combat. It was subsequently decided that noncombat-related valor would be recognized by War Department orders for acts of bravery during peacetime. In 1926, however, Congress passed a bill authorizing the creation of a U.S. Army medal for noncombat heroism, and when President Calvin Coolidge signed the bill into law on July 2, 1926, the Soldier's Medal was born.

According to its official description, the Soldier's Medal could be awarded "to any person of the Armed Forces of the United States or of a friendly foreign nation who, while serving in any capacity with the Army of the United States, distinguished himself or herself by heroism ..." In keeping with the original intention of the award, the criteria for the Soldier's Medal clearly stated that the decoration could only be earned as the result of "heroism not involving actual conflict with an enemy."

Despite this noncombat nature, the criteria established for the new medal were rigorous, equating the heroism required to earn it with that necessary for earning the more highly ranked Distinguished Flying Cross. This meant that earning the Soldier's Medal would require the act of heroism in question to be both voluntary and "above and beyond the call of duty." Distinguished Flying Cross criteria further state that "the extraordinary achievement must have resulted in an accomplishment so exceptional and outstanding as to clearly set the individual apart from his or her comrades or from other persons in similar circumstances."

In January 1927, with the congressional mandate for the Soldier's Medal in hand, Secretary of War Dwight F. Davis asked Secretary of the Treasury Andrew Mellon and the Treasury Department to take the lead in designing the War Department's new medal. In due course, Secretary Mellon instructed the Philadelphia Mint to produce a prototype, and, five months later, the mint's design was placed before the Commission of Fine Arts for review. When the Commission rejected it in February 1928 as overly complex, the engraver redesigned the medal; this design, too, was found to be inadequate, and as a result, in late January 1930, the War Department decided to commission a design from a private citizen.

The artist chosen to design the Soldier's Medal was 35-year-old, New York-born sculptor Gaetano Cecere. Cecere was offered $1,500 (almost $20,000 in today's dollars) for an acceptable design; three months later his design was approved by the Commission of Fine Arts. In May 1930, three years after first assigning the development of the Soldier's Medal to the Treasury Department, the War De-

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John Sheridan lives in Chicago, where he works as an editor and writer.

partment finally had the medal it had been waiting for.

Made of bronze and stamped in the shape of an octagon, the Soldier's Medal that Cecere designed for the War Department measured 1⅜ inches across and was suspended from a ribbon of red, white and blue stripes. On its obverse side, it featured an eagle and 13 stars; on the reverse, it bore a shield bearing the letters *US*. The words *For Valor* were displayed across the medal's reverse face, and *Soldier's Medal* appeared above the shield. While it was determined that recipients of the Soldier's Medal could have only one actual medal, subsequent awards were recognized by the addition of an oak leaf cluster, which was attached to the decoration between the ribbon and the medal's top edge.

The lack of a physical medal from the time Congress created the Soldier's Medal until Cecere's design was accepted in 1930 did nothing to stop the Army from awarding the decoration to deserving military personnel. In fact, the first four Soldier's Medals were awarded on October 17, 1927, roughly two-and-a-half years before the medal's design was finalized. These first awards went to PFC Martin, whose actions helped save the Pig Point Ordnance Depot; PFC John F. Burns, who also received the medal as a result of actions taken during the Pig Point fire; and CWO James K. Wilson and PVT Cleophas C. Burnett, both of whom received the award for rescuing people from drowning.

Perhaps the most famous incident to result in awards of the Soldier's Medal to U.S. troops took place in Vietnam on March 16, 1968. To those familiar with the significance of this date, it will seem unlikely that medals of any sort could be associated with it, for on that day a group of U.S. soldiers rampaging through a Vietnamese village—My Lai—indiscriminately killed more than 300 unarmed civilians.

There was, however, honor to be found in the dishonor of that day. Three of the American soldiers present during the My Lai massacre had the compassion, conscience and courage to do the right thing under extraordinary circumstances and were eventually awarded the Soldier's Medal in recognition of their roles in putting a stop to the killing that took place that day. They were CWO Hugh Thompson Jr., SPC Lawrence Colburn and SPC Glenn Andreotta; their story is extraordinary.

On March 16, 1968, CWO Thompson, SPC Colburn and SPC Andreotta were flying an observation helicopter with the 123rd Aviation Battalion in support of the infantrymen of Company C (Charlie Company), who were conducting operations in the village of My Lai. In the course of their duties, the three men began to realize something was very wrong on the ground. All over My Lai, they were finding dead and wounded villagers, but they couldn't locate their attackers. Flying low to the ground, the crew began marking survivors with smoke in hopes of attracting the attention of Charlie Company medics, but when they returned to the village after making a refueling stop, they found that the wounded villagers they had marked had been killed. It was then that the awful truth became clear. The villagers of My Lai were being massacred by members of Charlie Company.

Spotting a group of villagers fleeing from Charlie Company troops, CWO Thompson landed his helicopter and confronted one of the officers in charge of the marauding infantrymen. When it became clear that the soldiers intended to harm the villagers—who were now hiding in a bunker—CWO Thompson made a momentous decision: He ordered SPC Colburn, his door gunner, and SPC Andreotta, his crew chief, to cover the out-of-control Charlie Company troops with the helicopter's M60 heavy machine guns and to shoot them if they opened fire on the villagers or on him. Having checked the men of Charlie Company, CWO Thompson proceeded to remove the besieged villagers from the bunker and called in helicopter gunships to carry them to safety.

For his actions at My Lai, CWO Thompson faced calls for his court-martial and received death threats and hate mail. In the end, he was not court-martialed and went on to finish his career in the U.S. Army in 1983 with a commission and the rank of major. But it was not until 1998, a full 30 years after the incident at My Lai, that he was awarded the Soldier's



U.S. Army

SPC Kyle Wren, Troop B, 1st Squadron, 4th Cavalry, is awarded the Soldier's Medal for heroism in Bosnia by BG Reginald Clemmons, Schweinfurt, Germany, in June 1997. SPC Wren risked his own life to help save a comrade pinned under a Humvee during Operation Joint Endeavor.


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Soldier's Medal: Colin L. Powell

On November 16, 1968, then-MAJ Colin L. Powell, G-3 of the Americal Division, rode in a UH-1H helicopter flying west of Quang Ngai, Vietnam, on its way to a site where the 11th Infantry Brigade had found a host of North Vietnamese Army base camps and enemy weapons and documents. With Powell in the helicopter were MG Charles M. Gettys, the division's commanding general; his chief of staff, COL Jack Treadwell; his aide, CPT Ron Tumelson; and a four-man crew.

When the pilot tried to land in the small clearing, one of the rotors hit a tree trunk and the helicopter crashed to the jungle floor. Powell and the crew gunner, PFC Bob Pyle, jumped out and ran toward safety before realizing that others had not followed. While PFC Pyle returned to try to open the pilot's door, Powell entered the hold, discovering that he had injured his ankle, and dragged MG Gettys out of the aircraft. With smoke from the running engine filling the hold, Powell went back for COL Treadwell and pulled him to safety.

By now, soldiers on the ground had joined the two men attempting to rescue the men in the helicopter. PFC Pyle struggled to free the pilot, and Powell returned once again and managed to dislodge CPT Tumelson, pulling him to safety while maintaining pressure on a severed artery in CPT Tumelson's neck. A medevac helicopter winched the wounded men to safety. Powell's ankle was broken.

The Soldier's Medal commendation that MG Gettys awarded Powell for his role in the rescue reads, in part: "With complete disregard for his own safety and while injured himself, MAJ Powell returned several times to the smoldering aircraft which was in danger of bursting into flames. In one instance, he had to break away part of the wreckage in order to get to a trapped individual. Through his efforts, all personnel were saved."

Medal for his part in stopping the massacre. In a selfless manner in keeping with the award, MAJ Thompson only agreed to accept the award under the condition that his crew also receive the medal. SPC Andreotta, who had been killed in combat in Vietnam some three weeks after the incident at My Lai, was awarded the medal posthumously.



U.S. soldiers continue to engage in the same selfless acts of heroism, both at home and abroad, that earned PFC Martin the Soldier's Medal in 1926 and CWO Thompson, SPC Colburn and SPC Andreotta their medals in 1968. For instance, on the night of October 9, 2006, SSG Matthew Keefe of the 3rd Special Forces Group earned the Soldier's Medal in Afghanistan for a courageous act that prevented harm from coming to his fellow soldiers. Awakened by noises, SSG Keefe emerged from his tent at Camp Vance to find an armed and overwrought U.S. soldier suffering under the delusion that the base was under threat of imminent enemy attack. Risking his own life to prevent bloodshed, SSG Keefe persuaded the soldier to disarm and report to the base's commanding officer.

In 2007, another quick-thinking soldier, North Dakota Army National Guard SSG Justin Lampert, earned the Soldier's Medal for disarming a deranged gunman at the New York New York Hotel and Casino in Las Vegas, Nev. While most people ran for their lives when the shooting began, SGT Lampert, an Iraq War veteran, engaged the shooter and subdued him while he was attempting to reload his weapon. For his part in preventing any further bloodshed, SGT Lampert was awarded the Soldier's Medal.

More recently, in 2008, SSG Kevin Sanders was awarded the Soldier's Medal for saving a young boy's life while on patrol in Afghanistan. Upon finding the six-year-old boy being electrocuted by unprotected wires protruding from a damaged power box near the road, SSG Sanders risked being killed himself by pulling the boy free from the deadly electrical current. Six months later, SSG Sanders was rewarded by seeing the boy playing outside with his sister.

The Soldier's Medal reminds us that not all acts of military valor occur in the face of the enemy or even in strictly military contexts. For many years, U.S. soldiers have been voluntarily endangering themselves in noncombat situations, serving their country, their comrades, their fellow citizens, and those unfortunate civilians caught up in the maelstrom of war and happenstance. These actions serve as a testament to the noble hearts of America's fighting men and women and prove that for U.S. Army personnel there is no set time or place for valor—it is everywhere, at all times. ★

Tankers



The 1847 campaign dress uniforms of the dragoon infantry officer and infantry column are shown in this illustration.

and Troopers:

A Heritage Of Courage

By COL John F. Antal
U.S. Army retired

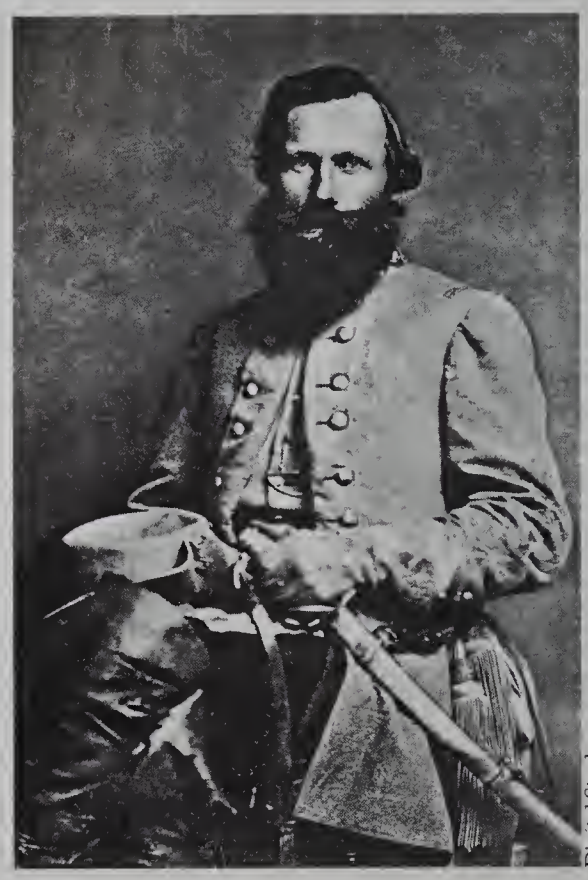
COURAGE. The American soldier's legacy of courage began with the "shot heard round the world" in April 1775 at the battles of Lexington and Concord, Mass. After this initial clash of arms, the Second Continental Congress adopted the militia regiments besieging the British garrison in Boston as Continental regiments. Units of Infantry and Artillery became part of the Continental Army, but the Congress didn't see the need for Cavalry, so no cavalry units were called for. GEN George Washington took command of the Army on July 3, 1775, and, after the British evacuated Boston in March 1776, the war changed to one of maneuver. Washington quickly saw the need for mounted forces, and the first real cavalry forces of the Continental Army joined Washington in the summer of 1776. Virginia sent three troops of cavalry, one of which was commanded by a 21-year-old captain named Henry Lee. CPT Lee was destined to become a cavalry legend during the Revolutionary War and earned the *nom de guerre* Light-Horse Harry Lee.

The U.S. Cavalry is Born

The Congress, preferring the name *dragoons* to *cavalry*, soon authorized more dragoon units. On September 13, 1777, the Congress appointed Polish volunteer and professional cavalryman Count Casimir Pulaski to command the Corps of American Light Dragoons. Although there were never many dragoon units in the nascent American Army, they were invaluable. GEN Washington used dragoons for scouting and intelligence missions, to harass enemy forage parties and, on occasion, to fight mounted. At the Battle of Brandywine near Philadelphia, Pa., on September 11, 1777, American cavalry saved the Army by warning GEN Washington of British Gen. William Howe's flank attack, allowing Washington to withdraw in good order before Howe could block the American retreat. Later, at the Battle of Cowpens in South Carolina, American BG Daniel Morgan used dragoons commanded by LTC William Washington (GEN Washington's second cousin) to screen the deployment of BG Morgan's force from the observation of the advancing British. LTC Washington's cavalry then withdrew and, as the battle developed, charged, serving as the left thrust of BG Morgan's classic double envelopment that defeated British Lt. Col. Banastre Tarleton's legion. The Battle of Cowpens was a perfect example of American tactical genius—and a severe blow to the British. The defeat at Cowpens and the subsequent battle at Guilford Courthouse forced British Gen. Charles Cornwallis to withdraw to Yorktown, Va., and eventually surrender to GEN Washington. At the end of the Revolutionary War, the Congress disbanded the dragoon regiments.

Cavalry in the Civil War

Dragoons were reformed to fight bravely in the War of 1812 and the Mexican War. It was in the Civil War, however, that the recognition of the dire need for a mobile fighting force came of age when the American Army established the Cavalry as a unique branch of equal importance to the Infantry and Artillery. In 1861, when the Civil War started, the Union Army had five regular mounted regiments: the 1st and 2nd U.S. Dragoons, the 1st Mounted Rifles, and the 1st and 2nd Cavalry. These units were redesignated as U.S. Cavalry Regiments 1 through 5, and a sixth regiment was recruited. It took time and great expense to train these cavalry regiments, and initially the Union cavalry performed poorly against Confederate cavalry forces.



Digital Stock

GEN J.E.B. Stuart

The balance of quality was changing by 1863 as the Union cavalry gradually learned the bitter lessons of war and continually improved its fighting techniques. On June 9, 1863, Union cavalry fought Confederate cavalry under GEN J.E.B. Stuart to a standstill at the Battle of Brandy Station, Va., in the largest cavalry-on-cavalry fight of the Civil War. The Union cavalry was then put to the ultimate test at Gettysburg, Pa., on July 2, 1863.

The Confederate Army of Northern Virginia, under the command of GEN Robert E. Lee, was on the march to end the war by invading the North. As GEN Lee's army marched north, the Union Army of the Potomac, under MG George Meade, raced north trying to catch Lee and stop him from turning east and attacking toward Washington, D.C. Union GEN John Buford's 1st Cavalry Division found the lead elements of Lee's army, a Confederate infantry division commanded by GEN Henry Heth, marching toward Gettysburg from the west. GEN Buford, a veteran Indian fighter and a hard-as-nails cavalryman, immediately deployed his cavalry to delay the Confederates. GEN Buford knew that he had to hold the vital high ground until the lead elements of GEN Meade's army, GEN John Reynolds' I Corps, could arrive. Buford's cavalry dismounted and fought on foot with carbines, pistols and cannon. The fight started at 5:30 A.M. Buford was outnumbered and outgunned, but the Union troopers fought a defense in depth and fell back to successive lines of defense to McPherson Ridge. Buford's cavalrymen stopped the Confederate column on Chambersburg Pike at Willoughby Run and prevented the Confederates from gaining the high ground near Cemetery Ridge. Buford's losses were heavy. Just when it looked like his troops would no longer be able to keep the Confederates at bay, Reynolds arrived. By 10:30 A.M., I Corps joined the fight. For the rest of the day, Union cavalry and infantrymen fought side by side as the tide of battle pulled in favor of the Union.



U.S. Army

GEN John Buford

GEN Buford's decision to stand and fight at Gettysburg had decisive consequences. Had Buford not made his determined stand and if the Confederates had pushed him back before GEN Reynolds had arrived, the Confederates would have gained the high ground at Cemetery Ridge. If GEN Lee, an expert tactician, had defeated the Union Army at Gettysburg, he would have had little to stop him from taking Washington, D.C., and possibly ending the war in a Confederate victory. As it was, Buford's cavalry bought precious time and helped create the conditions for the Union victory at Gettysburg. "The zeal, bravery, and good behavior of the officers and men … was commendable in the extreme," Buford wrote after the battle. "A heavy task was before us; we were equal to it and shall all remember with pride that at Gettysburg we did our country much service."

American cavalry had earned its spurs in the Civil War and was vital to the eventual Union victory in 1865. The Cavalry then moved west, fought in the long and difficult Indian Wars and performed superb service in the Spanish-American War, even if COL Teddy Roosevelt's 1st Volunteer Cavalry Regiment and the 9th and 10th Cavalry (Buffalo Soldiers) fought without their horses in Cuba and made their famous charges up Kettle Hill and San Juan Hill on foot.

In World War I, advancing technology in the form of machine guns, rapid-

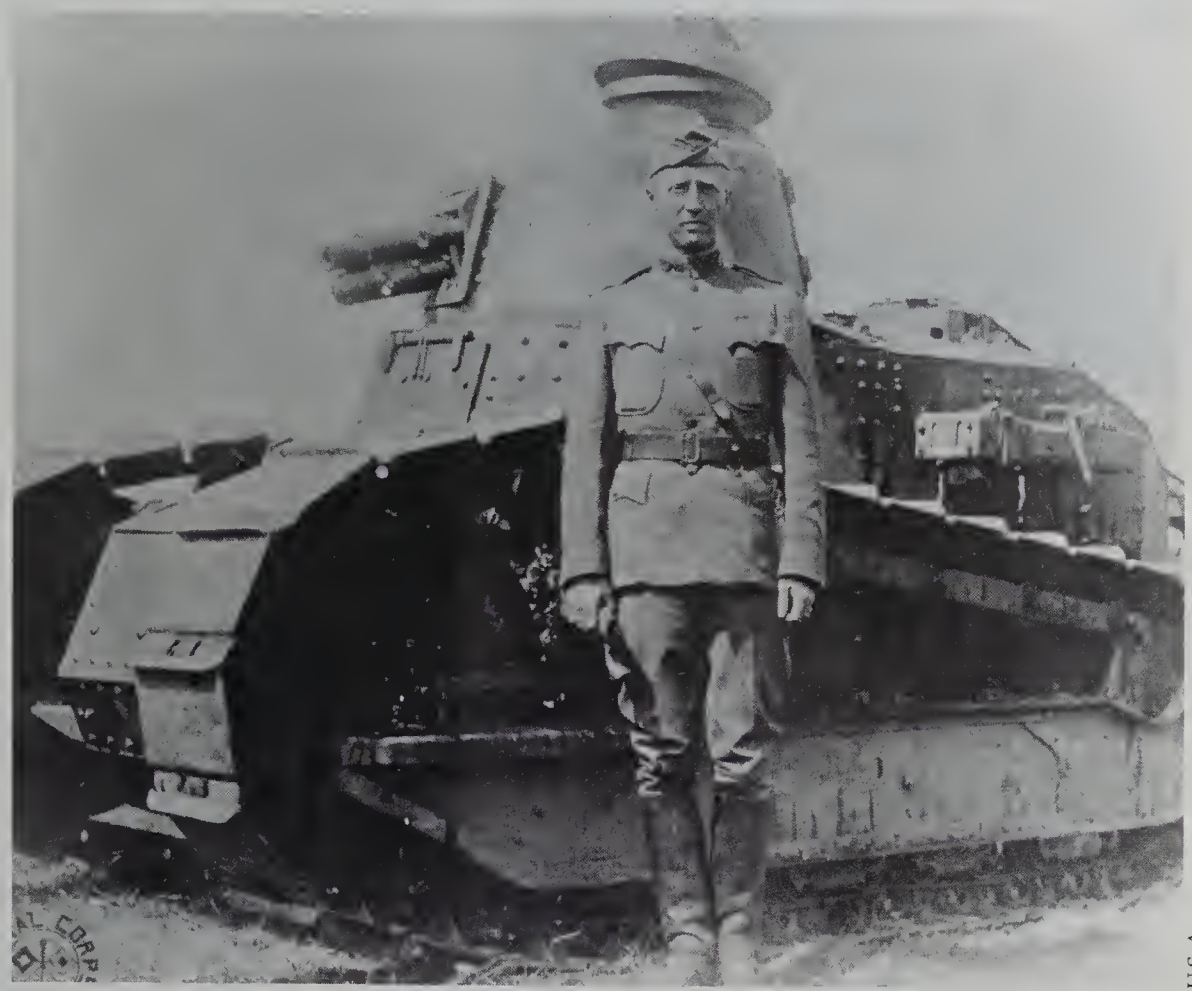
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COL John F. Antal, U.S. Army retired, served 30 years in the U.S. Army as a leader, senior staff officer and commander. A graduate of the U.S. Military Academy at West Point, he was an Airborne Ranger and has published 10 books on military subjects.

firing artillery and aircraft placed the future of the horse cavalry in doubt. To break the "deadlock of the trenches," the British introduced the tank to the Western Front in 1917. The tank was a new, confounded contraption and had many problems. Many professional soldiers said it was nothing more than an oddity. A confident and determined American lieutenant colonel named George Patton thought otherwise.

The Tank and Modern War

Patton was a cavalryman, but he immediately saw the potential of the tank and was one of the first officers to join the new U.S. Tank Corps. In August 1918, he took command of the 1st Provisional Tank Brigade, equipped with 144 Renault FT-17 tanks. By September, Patton had trained two tank battalions for the upcoming offensive at St. Mihiel, France. During the battle, Patton led from the front; he believed that tank leaders had to be forward, where they could see what was happening in the heat of battle and make decisions on the spot. He pushed his tanks forward across the rain-soaked ground while he often ran forward on foot, armed with only his .45-caliber Colt M1911 automatic pistol. At the small village of Jonville, he ordered his tanks forward "cavalry-style" and caught the Germans off guard. His tankers knocked out a dozen machine guns, captured four cannons and sent the Germans running. Though Patton sustained a leg wound while leading an attack on German machine guns during the battle, the lessons learned from his brief command of American tank units would bear fruit in the next war.



U.S. Army

LTC George Patton

Spearheaded by tanks, the rapid German victories in 1939–1941 shocked the world and disrupted long-held views about the tank. The tank was now a strategic weapon of warfare, and America's Army in 1940 was struggling mightily to catch up. The United States began the war with five infantry divisions and one cavalry division in the active force. Eventually, the U.S. Army would field nearly 100 divisions, including 16 armored divisions and two cavalry divisions. Army and Marine Corps tanks helped turn the tide from defeat to victory in the Pacific, and Army tank formations became the American formations most feared by the Germans and Italians in Europe.

One of the most dramatic tank at-



U.S. Army

U.S. armored soldiers in World War II, when the tank rapidly became a strategic weapon: The Army fielded 16 armored divisions during the war.



U.S. Army

A 72nd Armor tank during the Korean War: MSG Ernie Kouma of the 72nd Tank Battalion, with his M4 Sherman tank and crew, held a portion of the Nakdong River line and blunted the Korean attack.

tacks was fought in December 1944 in the snowy Ardennes Forest by then-LTC Creighton Abrams. Abrams commanded the 37th Tank Battalion, 4th Armored Division. The besieged 101st Airborne Division (the Screaming Eagles) was surrounded by the Germans at Bastogne, Belgium, and Patton promised that his Third U.S. Army would break through to the Screaming Eagles before the Germans could annihilate the beleaguered defenders. LTC Abrams led Patton's vanguard as Third Army made its historic 90-degree turn and moved nearly 100 miles to attack the German left flank without stopping. On December 26, 1944, Abrams kept his hard-fighting tankers and armored infantry charging forward until the 37th broke through the German defenses and into Bastogne. The lead Sherman tank in the attack was named Cobra King and commanded by 1LT Charles Boggess Jr., the commanding officer of Company C, 37th Tank Battalion. From that moment on, Hitler's hopes for an offensive that would knock out the Allies in the west were shattered. Patton said, "I'm supposed to be the best tank commander in the Army, but I have one peer: Abe Abrams. He's the world champion."

During World War II, tank, cavalry and armored reconnaissance soldiers served with distinction and great courage. More than 50,000 Sherman tanks were built during World War II, and many other tanks, armored cars and reconnaissance vehicles served in Army and Marine Corps units. On the battlefields of Europe and the islands of the Pacific, Army and Marine Corps tanks brought mobility, firepower and shock action as part of a combined-arms team to defeat the Axis.

When World War II ended in August 1945, some said that the tank's days were numbered. The Army and Marine Corps disbanded most of their tank units, only to have a deadly and desperate need for them again when the Korean War broke out in 1950. In Korea, the old tale that mountainous terrain was not suitable "tank country" soon lost relevance when North Korea led its attacks into the Republic of Korea (ROK) with hundreds of fast-moving, Soviet-built T-34 tanks. The American and ROK armies had no tanks of their own in Korea and quickly retreated south, giving up Seoul and Taegu; the forces finally stopped to block the North Korean onslaught at the Pusan Perimeter. It was along the Nakdong River, the natural barrier that helped form the Pusan Perimeter, that one of the most heroic tank actions of the war occurred.

On September 1, 1950, MSG Ernie Kouma, Company A, 72nd Tank Battalion, was ordered to hold a portion of the Nakdong River line. The North Koreans were crossing the Nakdong River in force and overran the American defenses, destroying two tanks, but MSG Kouma kept fighting. When everyone else withdrew because the North Korean attack was too fierce, he and his tank crew stayed and held the line. He fought all night and most of the next day with his single M4 Sherman tank. As his ammunition ran low and the enemy surrounded his tank, MSG Kouma jumped from the armored turret, coming under hostile fire, and reached the .50-caliber machine gun mounted on the rear deck of his M4 Sherman tank. He fired point-blank into the North Koreans until his .50-caliber was out of ammunition. He killed North Koreans, but more kept coming. With

Armor and Cavalry Heritage

The heritage of the mounted warrior in the U.S. Army and Marine Corps is something in which our nation can take great pride. As the U.S. Army Armor School at Fort Knox, Ky., moves to the Maneuver Center of Excellence at Fort Benning, Ga., it is critical that this heritage be maintained. The National Armor and Cavalry Heritage Foundation was formed in 2009 to do this: Its mission is to preserve and foster the spirit, traditions and solidarity of the U.S. Cavalry and Armor and to assist the Chief of Armor in establishing a dynamic and innovative multidimensional Armor and Cavalry Museum facility at Fort Benning. Centered around a multifaceted structure, it will not only preserve and present history but also actively support education, recruiting, retention and public affairs. The museum will also provide valuable resources to support research and development for the future mounted force while preserving the lineage, history and heritage of the U.S. Army's armor and cavalry force. For more information, please visit www.armorcavalrymuseum.org.



U.S. Army/SGT Rachel M. Ahner

An M1 Abrams tank from 2nd Battalion, 8th Cavalry Regiment, passes through a traffic control point in Iraq.

his machine gun out of ammunition, he threw grenades and then drew his .45-caliber pistol, killing the remaining North Koreans who tried to climb up onto his tank. MSG Kouma held up an entire North Korean regiment for a day, and he and his crew killed about 250 of the enemy, blunting the enemy attack and holding the line. If the North Koreans had broken through that day—if Ernie Kouma had thought only of himself and run away—the Pusan Perimeter might have collapsed, and the history of the world would have been different today. He didn't, and that made all the difference. For his actions on that day, MSG Kouma was awarded the Medal of Honor.

When the Korean War ended in 1953, most military strategists and historians considered it a stalemate, but, in fact, it was a victory for America and the free world. The next test of American arms bubbled up in the former French colony of Indochina. Although America's involvement was gradual, by 1964, the U.S. Army had fully committed to countering a communist takeover in South Vietnam. The first tanks to arrive in Vietnam were Marine Corps tanks, but the Army quickly followed with tank and cavalry units. The old proposition that tanks and armored vehicles were unsuitable for the terrain in South Vietnam was soon debunked as the value of combined arms operations and the power of mobility, firepower and shock action was proven again in battles along many main supply routes, in cities (such as in the Marine Corps' use of tanks in the 1968 battle for Hue) and in the May 1970 attack into Cambodia. During the latter, units like the 11th Armored Cavalry Regiment (ACR), led by COL Donn Starry, proved their worth in the battle of Snoul, Cambodia, in May 1970.

COL Starry's troopers fought at Snoul from M113 armored cavalry assault vehicles (ACAVs) and M551 Sheridan armored reconnaissance vehicles while Cobra helicopter gunships from the 11th ACR aviation squadrons pummeled the enemy. With main gun canister rounds, .50-caliber machine guns, 7.62 mm coax machine guns and M16 rifles, they fought through the rubber-tree stumps to Snoul to uncover a large North Vietnamese Army (NVA) supply dump. The 141st NVA Regiment defended a rubber plantation as COL Starry's mechanized forces rapidly overran the communist defenses. In the confusion of the fight, COL Starry and his sergeant major rushed out of their ACAV, Starry with an M16 and the sergeant major with a .45-caliber pistol, and engaged retreating NVA within arm's reach. A group of NVA ran into a bunker, but COL Starry captured an NVA lieutenant before the enemy soldier could escape. As COL Starry prepared to throw a grenade into the bunker to knock out the ones who had gotten away, an NVA soldier inside lobbed out a grenade. The grenade exploded, and Starry was peppered with shrapnel in the back and stomach. The grenade also burst his eardrums and wounded three other Americans. A U.S. trooper tossed in a

grenade, wounded the NVA soldier inside and then dragged him out.

COL Starry continued to command, at first refusing evacuation, but his stomach wound and loss of blood caused him to fade. He was evacuated but returned to his troopers three weeks later to hand over command of the 11th ACR. COL Starry received the Purple Heart and Bronze Star with V (for valor) for the action at Snoul. He also received three other decorations for courage under fire in previous engagements in Vietnam: the Distinguished Flying Cross for his actions when his command helicopter was shot down; the Soldier's Medal for helping the crew of a burning armored vehicle to safety; and the Silver Star, when he made an unauthorized incursion with a cavalry troop and a tank company into Cambodia to save the lives of a helicopter crew downed by enemy fire behind enemy lines.

The Wars in the Middle East

When the Vietnam War ended in 1975, America's Army began to rebuild and prepare for the challenges of the Cold War and an increasingly belligerent Soviet Union. Rebuilding the Army became a full-time job, and armor and cavalry soldiers were at the front and center of this effort. Men like COL Starry and many others created an Army that consisted of 18 active and 10 National Guard divisions. The National Training Center was developed as a critical part of the strategy to train and improve armor and mechanized forces. Upgraded Sheridan armored reconnaissance vehicles were employed to good effect in combat in 1989 during Operation Just Cause in Panama. By 1991 when Operation Desert Storm erupted, the Army was prepared for an armored fight in the desert. Armor and cavalry forces were decisive throughout Operation Desert Storm, and in every battle our tankers and troopers outclassed, outfought and defeated the numerically larger Iraqi army of Saddam Hussein.

One sterling example of fighting spirit during Operation Desert Storm occurred when the U.S. Army's 1st Brigade, 2nd Armored Division (Tiger Brigade), advanced in February 1991 to the Mutla Ridge that lay astride the principal Iraqi escape route from Kuwait City. The Iraqis had mined and fortified this ridgeline, and the Tiger Brigade attacked down the ridge to block the enemy's escape. The 3rd Battalion, 67th Armor, had to breach an Iraqi minefield and then seize an Iraqi-occupied building that was originally a Kuwaiti police post. The Tiger Brigade's tanks raked the entrenched enemy with fire as the riflemen of the attached mechanized infantry battalion dismounted to clear the bunkers in close-quarters combat. During the battle, 3rd Battalion's tactical command post was hit by Iraqi fire. SFC Harold Witzke, the battalion master gunner, led by example. SFC Witzke courageously engaged several Iraqi snipers with a light machine gun, suppressed the enemy and directed other members of the operations center to return effective fire. He was killed in this action and posthumously awarded the Silver Star for valor. Over the night and into the next morning, troopers of this task force cleared the enemy complex, rapidly established medical clearing stations, and treated hundreds of wounded Kuwaiti civilians and Iraqi soldiers, who surrendered in huge numbers.

Operation Iraqi Freedom in 2003 is the latest commitment of Armor and Cavalry to battle for America. Racing to Baghdad in a surprise blitzkrieg-like move, tank and mechanized formations of the Army and Marine Corps led the way to a lightning victory that toppled the Saddam government. Although many years of difficult counterinsurgency operations followed, the value of mobile, protected firepower offered by tankers and troopers is self-evident.

In April 2004, for example, a patrol from 1st Cavalry Division was ambushed, and 19 troopers were isolated and surrounded by the enemy in Sadr City. First Lieutenant Christopher Dean, from Company C, 2nd Battalion, 37th Armor Regiment, 1st Armored Division, rolled out immediately with a quick reaction force of four M1A1 Abrams tanks. His Silver Star citation reads: "Traveling at top speed, the tanks headed to the grid coordinates given by the besieged patrol. As soon as they arrived," a barrage of gunfire hit 1LT Dean's tanks, and one man was killed. 1LT Dean then led a seven-tank attack back into the engagement area to find the ambushed patrol. During the fighting, the .50-caliber machine gun at his tank commander's cupola was destroyed by enemy rocket-propelled grenade (RPG) fire, leaving him firing from atop the vehicle with only his M4 rifle. Using his rifle, he killed a number of the enemy firing at him from rooftops and in alleyways. He was hit by shrapnel from another RPG blast but continued the attack. Reaching the ambushed patrol, 1LT Dean's force dismounted to help move the patrol out. As 1LT Dean dismounted his tank, he killed more attackers in an intense defense of the casualty evacuation site. Under heavy enemy fire, they pulled out the dead and wounded and put them inside the tanks. The battle lasted four hours. Dean's exceptional bravery and leadership—while under intense fire and despite being wounded—saved the surrounded patrol. Weeks later, Dean reported in a *Stars and Stripes* interview that the soldiers under him deserved the credit for the successful mission. "There's nothing in the world like the American soldier," Dean said. "Even in the face of a kill zone, they knew other soldiers out there were depending on us, and not a single man second-guessed his duty." For his actions on April 4, 2004, 1LT Dean was awarded the Silver Star.

The history of the American mounted warrior is filled with a heritage of courage. There are too many courageous acts to cover here, but these stories are illustrative of their particular periods. From the inclusion of dragoons in the Continental Army to the invention of tanks in World War I to the battles in Iraq and Afghanistan today, it is clear that mobility, firepower and shock action will always be necessary, and the modern cavalry and tank soldiers fighting today's wars are a testimony to that requirement. The mounts may change, but as long as mobility, firepower and shock action are required in close combat operations, mounted soldiers will be a critical part of any successful land combat force. ★

CompanyCommand

Building Combat-Ready Teams

To: Company Commanders
From: Company Commanders

Combined Action in Afghanistan

Our Army has been talking about "Afghans in the lead," partnering and mentorship since Operation Anaconda in March 2002, so it is easy *not* to catch the importance of a change that has occurred during this last year in Afghanistan—an important change in how we partner with Afghan National Security Forces (ANSF). In this "CompanyCommand," we—commanders from 4th Brigade Combat Team (BCT), 25th Infantry Division (Airborne), based out of Fort Richardson, Alaska—describe that change and hope that we adequately convey, without overstating, the impact it can have.

COL Michael Howard
Commander, 4/25 (ABN)
Paktika, Paktia, Khost (P2K) Provinces

During our recent deployment, GEN [Stanley A.] McChrystal directed us to begin "embedded partnership," which combined the previous mentorship and partnership programs, and clarified it as the maneuver commander's responsibility. My boss in Afghanistan, MG [Curtis M.] Scaparrotti, enacted this new guidance under the name combined action (CA). CA is a great innovation, but it's not totally new. The term as he used it came from FM 3-24 *Counterinsurgency*, with roots in the USMC's "Combined Action Program" in Vietnam, which included embedding Marine Corps squads in Vietnamese defense forces on a long-term basis. Similarly, MG "Scap" directed us to colocate, to live together, with our ANSF counterparts.

Before we started CA, my BCT split the security line of effort between enemy-focused operations (mostly planned and led by us) and developing the ANSF. After we started CA, our mission *was* the ANSF. Everything was about them; we focused on their operations and on their development. MG Scap didn't just direct that infantry embed with infantry and MPs embed with MPs. He wanted more—e.g., S-1s with S-1s, S-2s with S-2s, S-4s with S-4s, medics with medics, engineers with engineers. You get the picture.

Mid-tour, we taught ourselves the Afghan systems: logistics, personnel, intelligence, fires, maintenance, etc. If I could prepare my brigade to deploy a second time, I would make teaching American leaders the Afghan support systems a priority training event. I found a few experts in the brigade combat team in these areas and put them on the road, visiting every company and teaching them these systems. Teaching the systems was much easier than convincing the Afghans to use their systems and forcing American junior leaders to stop circumventing the Afghan systems. This took discipline because the average U.S. junior officer or NCO will do whatever is required to get a mission accomplished rapidly, even provide support directly to the Afghans instead of using their systems. This expediency is useful in the near term, but in the long term, circumventing the Afghan support systems is simply delaying their development and prolonging the war.

Combined action began changing that immediately. First, corruption dropped. It is hard to be dishonest when you live and work with a partner who is not dishonest. Corruption isn't gone, but CA has been a big part of reducing it. Second, the managing of current operations improved 95 percent. When my Soldiers and the Afghans moved into the



First Sergeant Shane Pospisil pins an Eagle Medallion on a kandak *(battalion) medical platoon sergeant while CPT Stephen Magennis prepares to hand him a Certificate of Appreciation. Small gestures like this paid big dividends in strengthening the relationship between U.S. and Afghan forces.*

same CPs [command posts] and TOCs [tactical operations centers], we opened a new world for them. It was right before my eyes for years, but I never realized that my Afghan partners did not have a current ops or CHOPs [chief of operations] capability. Finally, the ANSF combat support systems improved—pay, maintenance, logistics and more. I am not trying to overstate this. There is still a lot of room to grow. My point is: combined action yields results quickly.

Stephen Magennis and 1SG Shane Pospisil
C/1-501st Infantry
Paktika Province

Initially, we were not colocated with Afghan National Security Forces. Even if you are just a few minutes down the road, that is not good enough. With combined action, the expectation became that U.S. forces partnered with Afghan forces one level up and actually lived with them. As a company commander, I was to partner with a battalion commander. We established a joint TOC. Platoon leaders partnered with Afghan company commanders or a district police force. And at battalion level, we built a TOC for the Afghan brigade right next to our battalion TOC. The idea is to live, train, plan and execute with our ANSF partners so that we can mentor them, they can see what right looks like and we can better influence them to use their systems proficiently.

Before we lived together, I could spend an entire day trying to find and talk with a key leader in the Afghan National Security Forces. We didn't have cell-phone towers, so I couldn't just call him. I would literally have to plan and run a patrol to try to find him. Moreover, when they lived 20 minutes down the road, we'd plan an operation and then basically grab some Afghan soldiers whom we would brief up on the way. This gave them a negative attitude, which fed our attitude. Colocating—living together—made us feel much more like equals, which affected their commitment.

The other thing that happened is that we spent a lot more time informally, eating together, talking and building much stronger relationships. I had dinner every night with our partner battalion commander. Those dinners were essentially nightly BUBs [battle update briefs] and became planning meetings as well.

The second part is the logistics part of combined action. Before, they [Afghan soldiers] would come to us and ask us for things, and if we could, we'd try to get it to them through our supply system. Combined action brought most of that to a halt. We served as a forcing function to have them exercise their logistics system. We had to put our foot down—and that was painful at times—but, in the end, they respected us for helping them to learn and use their own systems.

Justin Pritchard
A/425 BSTB (Engineer)
Khost Province

One of the challenges we faced with combined action was having a platoon with each Afghan battalion. We set up an SOP [standard operating procedure] where the first SL was responsible for S-1, the second SL was maintenance and property accountability, the third SL dealt with supply (S-4), etc. They worked directly with the Afghan battalion primary staff officers. Picture a SSG saying, "OK, major, let's go do our weapons inventory this month, and here's how you do it." This can be a little daunting for squad leaders who have never thought about training a battalion staff. We kept it simple. "SSG, you've signed a hand receipt before; you have more knowledge than this 40-year-old Afghan officer. Look at the basics; you can do it."

If I were going into this again, I would want to train the NCOs ahead of time about how a battalion staff works, how to keep the battalion commander updated, how to do a staff estimate, etc. I had some squad leaders who did extremely well at this. They came at it with humility and an attitude of "I have a lot to teach you, but you have a lot to teach me." With that kind of attitude, you can make some big gains.

The big breakthrough for me personally was shifting from "I'm here to solve problems and to make it happen" to helping the *Afghans* solve their problems. It was a shift in mind-set, a reframing of my role and purpose. I went from hearing a report of a bomb and immediately taking action to going to the Afghan battalion commander and district governor and asking them how they wanted to handle it. You come at it almost like you are an OC [observer/controller] with combined action. You aren't the one solving the problems; rather, you are developing your counterparts and getting them to think things through.



At the Lakan Shura in Khost Province, local elders meet with a broad group of Afghan army and police leaders to discuss security and economic development. Since the implementation of the Combined Action Program, Justin Pritchard (lower left) has seen his role shift from problem solver to coach and mentor.

Jim Wiese
B/3-509 PIR
Paktika Province

I worked with the Afghan national army [ANA], border police and national police. When we first arrived, our focus was on finding out what they needed



CPT Jim Wiese (right) chooses to remain in the background as an Afghan national army commander and a national police chief discuss voting sites.

and providing it for them—which, counterintuitively, exacerbated the problem. I was really happy later on in the deployment when the big switch came from the top that said that we are not here to give things away. The Afghan logistics system will never get better if we don't make it work.

After the change to CA, we combined our TOCS so that we had the U.S. Army, Afghan border police, and Afghan army all together, working together in the combined TOC. We learned together how to battle track, report to higher, etc. The Afghan company commander now had to request his own supplies through his battalion. When he did, I also reported to my battalion so that the battalion S-4, for example, could check with the Afghan S-4 to verify that he got the request and then coach and mentor him through the process of responding. We started seeing that a percentage of supplies requested never made it down to the company. Where did the rest go? When we stopped giving them things and started holding their feet to the fire, we identified corruption in the system. We saw a transition to Afghan leaders being held accountable.

One big thing we learned in the 509th is that your purpose in Afghanistan is not to be friendly just for the sake of being friendly. You have to get the job done. Be respectful and develop relationships with your ANSF partners, but hold them accountable. Ultimately, if they were not doing the right thing, I went to their battalion commander and said, "Hey sir, this is not working," and I talked with my battalion commander as well. Some Afghan leaders were removed, while others left—like my Afghan border police chief who left when he realized that he wasn't going to get any more kickbacks. As a result, we had better-quality leaders. The Afghan border police first sergeant, for example, stepped up to become the battalion CSM; his leadership at the battalion level was phenomenal, and you could see the difference that one quality leader can make.

Josh Sherer
HHB/2-377th PFAR
Khost Province

We established a joint TOC with the ANA. Suddenly, we were both watching the same RAID [rapid assessment and initial detection] camera feed, hearing each other's intel reports over the radio. Wow, what a difference that made. They had outposts and now, because of the joint TOC, we could instantly communicate with them. We could get them, for example, to instantly take action regarding a suspicious-looking vehicle that we saw with our RAID camera when, before, it would take too long to communicate.

I'm not going to lie; I resisted this idea of a joint TOC initially. I had serious concerns about the Afghans seeing all our capabilities and SIPR [secure Internet protocol router] computers. The complete trust just wasn't there. But now, joint TOCs partnered with ANA—what a difference that made. I could just go up to the Afghan S-3 and say, "What do you want to plan this week? I'm doing these things with my platoon leaders. What do you want to plan for your patrols?" We'd go over our plans and think through which ones made sense to do together. The fact is that it is their country, and we want to build capacity for them. There isn't a better way to do business. I wish I had that joint TOC the entire deployment.

That's definitely the way forward. They get so much better tactically—just basic soldier skills—by having our guys right next to theirs. Putting their mortar beside our mortar: They're learning from our mortar men, taking care of barrels and personal weapons, drinking chai together. The gains we could not make during our first eight months of random partnering once a month we made in two or three weeks because we were living together. Although I wasn't a fan at first, now I preach it.



CPT Josh Sherer drinks chai with a platoon leader and platoon sergeant from the 3rd Kandak, Afghan national army.



Combined action partners COL Hossain, 6/1 Kandak commander, and CPT Neal Erickson, C/1-40 CAV troop commander, at Camp Parsa, Afghanistan, following a COIN conference in January.

Phon Sundara
HHC/1-501st PIR
Paktika Province

People talk about partnership, but really doing it is the only way we will ever succeed. Developing a true partnership between the U.S. maneuver units and the Afghan National Security Forces is the way to go. It is the only way to make sure the ANSF systems are working. That is what combined action did for our *kandak* [battalion].

As an HHC [headquarters and headquarters company] that took on a maneuver mission, my company's biggest challenge was personnel shortages. This made combined action—and partnering with an Afghan battalion—a stretch for us. We developed a staff section within the company and had someone covering down on all the battalion staff functions so that we could partner with our *kandak*. My 1SG and I worked with the battalion commander and S-3/XO; my training room worked with their S-1; our intel NCO worked with their S-2 on how to gather intel and present it to the battalion commander; and our part-time FSO (he had multiple roles) partnered with the *kandak* fire-support officer.

Neal Erickson
C/1-40th Cavalry
Paktia Province

The Soldiers of C/1-40 CAV at COP [Combat Operating Post] Wilderness in the K-G Pass [Khost-Gardez Pass] got a unique opportunity when we started our partnership with 6/1 Kandak. Prior to the emphasis on combined action, we worked with a single ANA company but did minimal joint planning and often ended up just grabbing a truck with four guys and going on a patrol. Sixth Kandak was a brand-new unit, and they immediately fell into a combined-action TOC with the planning space needed to properly conduct battalion-level operations. Each of our Soldiers knew whom he was working with upon the arrival of the ANA and immediately developed lasting bonds as fellow soldiers and warriors. Our daily interaction in a common workspace vastly improved the *kandak*'s ability to plan and execute missions. COL Hossain, the *kandak* commander, and I worked together every day for many hours to ensure that he understood COIN [counterinsurgency] and could apply that knowledge to his own campaign plan. By the time we left, the *kandak* often planned and executed missions on their own initiative and would then come to us asking for a platoon to accompany them on the operation.

In addition to the success seen at the *kandak* level, the ANA companies were doing far better than expected after only a few months in the area. The direct partnership of an ANA company and a U.S. platoon focused on their own district with its subgovernor and ANP was vital to the long-term security and improvement in each district. Platoon leaders worked with company commanders and developed bottom-up plans for their districts. It took some work, but the *kandak*, brigade and corps leadership really started allowing company-level leaders the freedom to plan and execute their own patrol plan. The success of combined action is due to the ANA taking the lead and U.S. soldiers working closely with them to ensure that planning, preparation and execution is done to a high standard.



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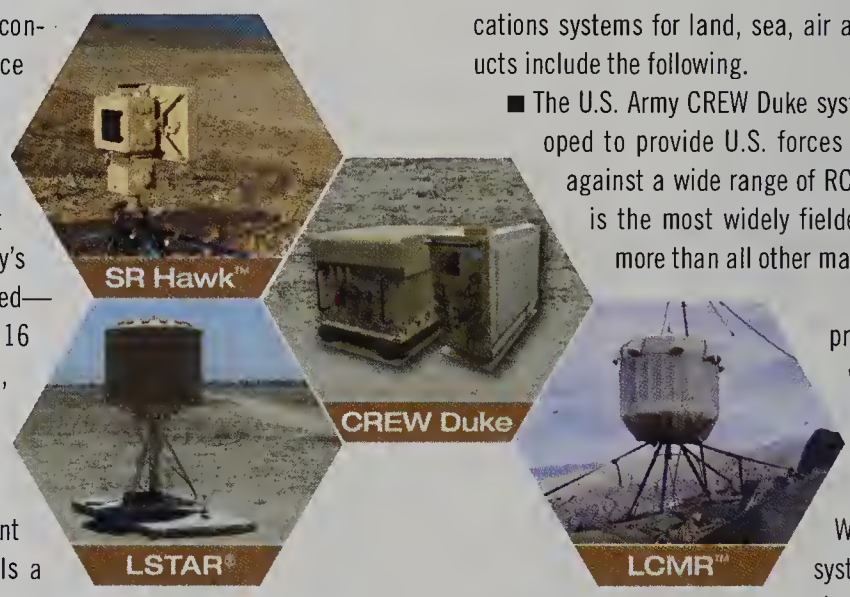
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Corporate Structure—Founded: 1957. President and CEO: Robert U. Roberts. Corporate Headquarters: 7502 Round Pond Road, North Syracuse, NY 13212. Telephone: 800-724-0451 or 315-452-8000. Web site: www.srcinc.com.

Since 1957, SRC, Inc. (formerly Syracuse Research Corporation) has aided in protecting the people of the United States. In today's climate, it is important to maintain defense efforts that are focused on the most viable threats, and SRC continues to provide that protection. As a not-for-profit research and development company, SRC's charter is to use innovation and technology to find solutions to the nation's most challenging problems. With the addition of SRCTec, the company's manufacturing and logistics subsidiary, in 2006, SRC now has the capability to further advance science and technology through quality high-tech manufacturing for the Department of Defense, including the Army.

SRC/SRCTec's mission is to keep America safe and strong, protecting its people, environment and way of life. The company has received two Army Top 10 Greatest Inventions awards for its LCMR™ system—a lightweight counter-mortar radar—and the Countermeasure Protection System (CMPS)—the predecessor to CREW Duke—a vehicle-mounted, radio-controlled improvised explosive device (RCIED) system. SRC's programs of national significance continue to gain positive exposure among customers and peers. Throughout the past five years, the company's earnings have more than quadrupled—in 2005, SRC/SRCTec reported $116 million in revenue and, in 2009, $483 million.



Supporting a broad range of federal government organizations in the areas of defense, environment and intelligence, SRC/SRCTec fills a niche to provide technical assistance to numerous agencies. Through these relationships, the companies have developed a wide array of products and services including advanced sensor systems, signal processing design, information technology development, environmental chemistry and risk assessment, and more. Most recently, SRC has broadened its focus on cybersecurity and chemical-biological defense to meet DoD's need for increased detection of and protection from chemical, biological and cyber hazards.

SRC/SRCTec enjoys a long-standing reputation of delivering superior-quality products and services and has achieved this by investing in its people and processes. SRC encourages employee development among its staff of more than 1,000 through advanced training, challenging work assignments and mentoring. The companies have achieved ISO 9001 (International Organization for Standardization) certification and the Software Engineering Institute's Software Capability Maturity Model Integration Level 3 rating. In addition, SRC's security program is based on the National Industrial Security Program, and the company has received citations for its attention to a strong security program.

SRC recently constructed a new, environmentally friendly headquarters in central New York, the "radar capital" of the United States. The company also has offices in Alabama, Colorado, Maine, Maryland, Ohio, Texas and Virginia. Its Syracuse headquarters recently achieved LEED Certification by the U.S. Green Building Council. In addition, SRCTec is pursuing ISO 14001, which cuts operating costs through waste reduction, recycling and reuse of materials, and protects and preserves the environment.

SRCTec's manufacturing space is easily reconfigured to match specific program requirements and handle customer surge schedules while still providing optimal execution and efficient work flow. SRC/SRCTec has made significant investments in equipment needed to deliver high-quality products, including a rooftop test facility and anechoic chambers used for precision testing.

SRC/SRCTec has been listed as one of the Top 20 Best Places to Work in New York by the New York State Society for Human Resource Management and Best Companies Group, Top 10 Best Employers in Ohio by the Ohio Society of Human Resource Management State Council, and Top Workplaces in San Antonio by the *San Antonio Express-News*. The company is also a nationally recognized leader in the design, development and manufacture of advanced radar, electronic warfare and communications systems for land, sea, air and space applications. SRC's products include the following.

■ The U.S. Army CREW Duke system, a counter-RCIED system developed to provide U.S. forces with critical, lifesaving protection against a wide range of RCIED threats. The CREW Duke system is the most widely fielded CREW system in its class, used more than all other manufacturers' systems combined.

■ The AN/TPQ-48 LCMR system provides continuous 360-degree surveillance and mortar location. It detects and locates mortar-firing positions by tracking the mortar shell to the weapon it was fired from. When a mortar is detected, the LCMR system sends a warning message indicating that a round is incoming.

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Soldier Armed

Ground Combat Vehicle

By Scott R. Gourley

With the May closure of the industry request for proposal (RFP) submission process for the technology development (TD) phase of the ground combat vehicle (GCV) infantry fighting vehicle (IFV) program, the Army reached another milestone in its critical balance of sustaining soldiers and families, continuing to prepare soldiers for success in the current conflict, resetting them effectively when they return and continuing to transform for an uncertain future.

Addressing that uncertain future, in February, a GCV material development decision meeting was held, with RFP for the GCV technology development phase released later in the month.

Describing the program as "designed to develop the next-generation infantry fighting vehicle for the U.S. Army, making the program a key effort in Army modernization," the RFP stated that "the GCV IFV will have greater survivability, infantry-carrying ability and lethality than current force vehicles."

Program representatives point to several reasons behind the Army's proposed "new start" GCV program. As one example, they offer the changing mix of current combat vehicles, in which ever-increasing "niche" vehicles are leading to increased sustainment costs and life-cycle management. Compounding this situation is the fact that current commercial/government off-the-shelf vehicles require substantial and costly upgrades to meet today's tactical requirements—in areas such as survivability, networking and mobility—if even possible within limited growth potentials.

Service planners were careful to note that these realities do not negate the continuing need to recapitalize existing vehicles within their size, weight, power and cooling parameters to mitigate current fleet gaps during GCV development. They said the Army will sustain, improve or divest current tracked and wheeled vehicles based on operational value, capabilities shortfalls and resources available.

Over time, there are several notional variants of GCV that may be produced. The first variant will be the infantry combat vehicle (ICV) variant. Once that is in production, additional variants will be explored.

The May closure of submissions marked the start of the source-selection process for the TD phase of GCV, with at least three major industry teams acknowledging their submission of proposals.

(One early industry protest was filed with the U.S. Government Accountability Office (GAO) on June 18. Although the ongoing source selection board can proceed with its work, no contracts can be awarded until the protest issue is resolved by GAO, which could take up to 100 days. The decision is due by September 27.)

One of the bidding teams, dubbing itself Team Full Spectrum, is led by Science Applications International Corporation (SAIC), which is teamed with three large enterprises: Krauss-Maffei Wegmann (KMW), Rheinmetall Defence and the Boeing Company. Team members point to the Puma vehicle, which Rheinmetall and KMW have jointly developed for the German armed forces and will be delivering late this year, as providing the technological basis for their concept.

While divulging few specific details of their offering during the current source-selection phase, SAIC senior vice president Dan Zanini recently said, "The offer we have proposed as Team Full Spectrum is a state-of-the-art, highly survivable, lethal, off-road ICV, better than any of the previous offerings we have seen. It is a world-



Rheinmetall Defence

The air-portable Puma, developed for the German army and scheduled for delivery late this year, is serving as the technological model concept for the SAIC team. According to the manufacturer, the Puma "provides … a level of protection … that no other vehicle in its class can match."

class fighting vehicle intended to replace both the Bradley and the M113 families of vehicles.

"Our GCV ... incorporates feedback and lessons learned from Operations Iraqi Freedom and Enduring Freedom," he added. "In addition, the team will incorporate the lessons learned from the Future Combat Systems (FCS) manned ground vehicle effort.

"Our ground combat vehicle is a mature solution. High technical readiness levels already achieved mean lower risk, which will help meet the Army's timeline and possibly support an accelerated delivery time schedule." He characterized team members SAIC and Boeing as "two companies highly dedicated and experienced in working with U.S. Army customers" and KMW and Rheinmetall as "two world-class" original equipment manufacturers.

Rheinmetall senior vice president Jurgen Niedhardt echoed Zanini's comments by pointing to that company's past teaming with KMW on the German army's Puma vehicle. He believes that the Puma development experience could lead to a more rapid development of the GCV.

"When we looked at the Puma as a post-9/11 vehicle, in its design it has taken into account the threats that we've seen in Iraq and Afghanistan, notably the IED [improvised explosive device] threat," Zanini said. "It has accounted for that in the design of the chassis and the propulsion system of that vehicle, so we think that we have an opportunity to leverage that in the design that we bring forward for the GCV.

"We also know that Rheinmetall and KMW, working as a joint team, have been through a process already with the current Puma vehicle to change its base structure. They have moved it from a five-road-wheel to six-road-wheel [configuration]. They have changed the box structure on it. We are very confident in their ability to adapt the current chassis to move from a [current] five-passenger [design] to a nine-passenger [design] with a three-man crew."

Cautioning that "this is not just a stretched Puma with some new subsystems," Zanini added, "It is truly a redesigned vehicle; as you bring in the new subsystems and systems—examples being the turret and things that go with that—then you will have a completely different vehicle from Puma. ..."

BAE Systems and Northrop Grumman have also teamed on a GCV bid. In announcing the team's proposal submission, Mark Signorelli, vice president and general manager of Ground Combat Vehicle at BAE Systems, said, "We have provided our customers with a proposal that meets their requirements, mitigates risk, will deliver on schedule and is affordable."

The team release characterized the offering as "the first combat vehicle designed from the ground up to meet the current IED threat environment. The team offering brings more survivability, mobility and versatility to the Army and is scalable to the level of protection required for a variety of operations. The team's GCV survivability will exceed that of a mine resistant ambush protected [MRAP] vehicle, and the enhanced mobility capabilities will allow it to effectively operate in urban and cross-country environments."

Subsequently asked to reflect on team strengths, Signorelli said, "We are the top producer of combat vehicles in the world; BAE Systems has the longest heritage in the world of developing, fielding and supporting infantry carrier and combat vehicles. The Bradley IFV has a legacy of providing a lethal and survivable capability for more than 30 years, and we have built on that experience and knowledge with our technology developments in propulsion, survivability, soldier support and integration. Northrop Grumman brings a similar strength in the development and fielding of tactical C4ISR [command, control, communications, computers, intelligence, surveillance and reconnaissance] systems. As the provider of FBCB2 [Force XXI Battle Command Brigade and Below] and more than 10,000 tactical systems, Northrop Grumman brings tremendous experience, technology development and integration capability to our team. The other members of our team all are acknowledged leaders in their specialties and bring exceptional and mature technologies to enable a low-risk, next-generation [GCV] ICV. Combined, these capabilities make this the most capable and forward-focused team possible."



USMC/Lance Cpl. James F. Cline III

The BAE Systems/Northrop Grumman team highlights a heritage of developing, fielding and supporting infantry and combat vehicles like the M2A3 Bradley Fighting Vehicle, which provides a battle proven survivability and mobility platform to support maneuver forces in all battlefield conditions.

Signorelli also chose his words carefully in response to questions on "discriminators" in the team design. "Our GCV provides enhanced protective capabilities, survivability, lethality and mobility for today's soldier, with room for growth in the future," he said. "The mine-blast protection of our GCV exceeds that of an MRAP; the ballistic protection builds on our long-standing technology partnership with the ARL [Army Research Laboratory] and our independent development efforts. The mobility exceeds that of any current vehicle in the HBCT [Heavy brigade combat team] while providing fuel efficiency and unmatched power-generation capacity. This leap ahead in mobility performance is enabled by a mature hybrid electric drive technology that builds on our FCS development, while providing greatly enhanced reliability and simplicity. The power-generation capability inherent in this system provides unmatched potential for integration of power-intensive lethal and nonlethal weapons, C4ISR capabilities, and provision of export power. Our offering is fully network ready, compatible with current and developmental network systems, and, by use of open, agnostic architectures, has the ability to incorporate future network upgrades. The team's GCV offering provides outstanding situational awareness, which is integral to defeat irregular warfare threats, using proven and mature components with provision for increasingly capable sensors as they are available. Finally ... we have sized the crew compartment to reduce crew fatigue and incorporated an advanced suspension to reduce fatigue and improve soldier effectiveness."

Summarizing some of the messages surrounding the team and its concept, Signorelli added, "First, we understand how important this development program is to the future capability of the U.S. Army. The Bradley family of vehicles has served admirably for many years and will continue to serve. If, however, the Army is ready to develop a vehicle that can likewise serve for decades in the future, we believe we have brought the right mix of technology, maturity, risk mitigation and open architectures to provide a low-risk, near-term capability enhancement with unlimited potential for future upgrades. We also believe the Army's schedule can be met without growth or cost overrun but are ready to discuss options for an accelerated development program that will get these capabilities to our soldiers in the field up to two years sooner. Because we so strongly believe in what the Army is trying to accomplish with this program, we have already begun work on internal investment funding across our team to mitigate any schedule risks and to start from day one of contract award at a full run toward vehicle deliveries. We have begun designing key subsystems and have started survivability testing of our design to absolutely ensure that we present a mature vehicle at first delivery."

A third team submitting a proposal for the GCV technology development phase is led by General Dynamics and includes Lockheed Martin, Raytheon and MTU Detroit Diesel.

Under the teaming arrangement, General Dynamics Land Systems leads the team as the prime contractor and has overall responsibility for program management, vehicle design and integration. General Dynamics also is responsible for soldier interfaces, vehicle structure and chassis, squad and crew environments, integrated survivability and safety, and distributed systems. Lockheed Martin has responsibility for the turret, lethal and nonlethal effects, soldier health management and embedded training. Raytheon was selected as the hit-avoidance system, indirect-vision and sensor integrator. MTU Detroit Diesel has responsibility for the propulsion system. General Dynamics C4 Systems leads the network-integration integrated product team with responsibility for network integration, communications, data management, common computing and information assurance.

In a release accompanying the proposal submission, Donald Kotchman, senior program director for General Dynamics Land Systems, described the General Dynamics team's design as "grounded in a focus on soldier survivability and operational effectiveness. [Its] design draws on mature technologies to provide survivability, soldier capacity, network interoperability, mobility and lethality that is unmatched by any existing ground combat vehicle."

"Our design approach capitalizes on the proven ability and competence of each team member to meet the requirements for a completely integrated next-generation fighting system," Kotchman said.

General Dynamics assembled a best-in-class team with unmatched HBCT experience that is involved in the development, integration or sustainment of more than 70 percent of today's fleet of combat vehicles and weapons systems. Each team member brings unrivaled program management experience, systems engineering and technical expertise to the team. Together, the team provides an unmatched legacy of performance on contemporary ground combat vehicles.

"Our design concept was selected to provide soldiers the comfort, connectivity, survivability, lethality and growth potential necessary to adapt to the fluid conditions of a contemporary battlefield and address the spectrum of operations from hybrid/irregular warfare to conventional warfare," Kotchman said.

The Army intends to follow full and open competition for GCV, starting with Milestone A and following DoD acquisition guidelines. Pending the Milestone A decision and completion of source selection on the proposals submitted, it is the Army's intent to award up to three competitive contracts for the technology development phase of GCV, which will run from fiscal year (FY) 2011 through early FY 2013 (contract awards are expected in late 2010).

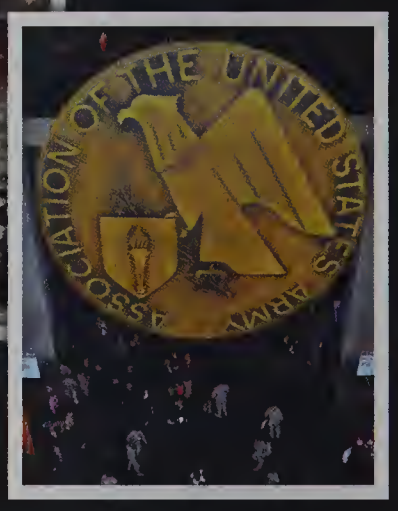
It is anticipated that the GCV program will enter Milestone B in early FY 2013, with the subsequent engineering and manufacturing development phase running through the first quarter of FY 2016, including delivery of the first prototype vehicle in FY 2015. Delivery of the first production vehicle is projected for FY 2017. ★

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Reviews

An 'Intimate and Intriguing' Account of the Surge

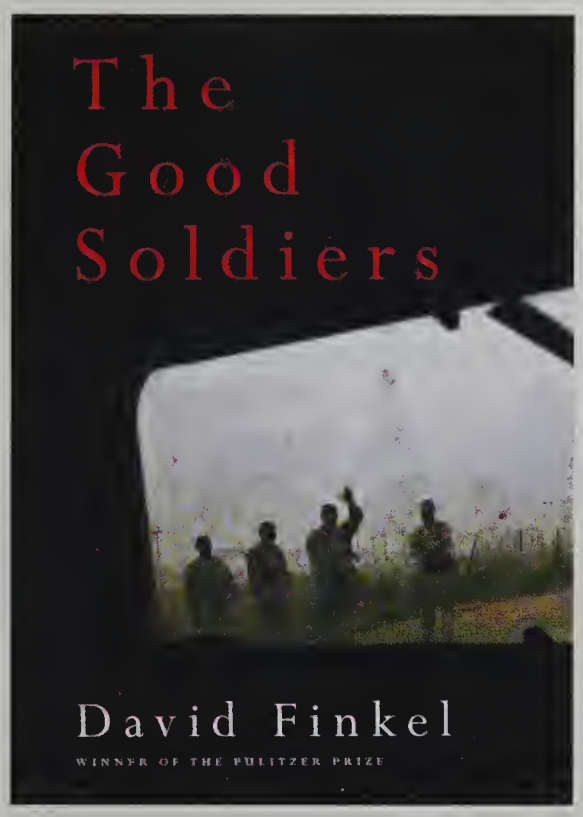
The Good Soldiers. *David Finkel. Sarah Crichton Books. 304 pages; black-and-white photographs; hardcover, $26; paper, Picador, $15.*

By LTC Mike Burke
U.S. Army retired

In this fascinating narrative of one infantry battalion's service in Iraq, Pulitzer Prize-winning author David Finkel sets out to answer perhaps the most vexing of unasked questions about the surge in Iraq: not "Did it work?" but "How did it work?" He spent a total of eight months embedded with one of the Army's made-for-the-surge units, 2-16 Infantry. He takes the battalion from its early days at Fort Riley, Kan., as it fills with soldiers and completes its training and deployment, through its eventual year in Iraq, and then its return home.

Organized chronologically, *The Good Soldiers* uses lines from President George W. Bush's speeches and interviews from the same time period covered by the chapters. There is a bit of cognitive dissonance between the two—the confident, optimistic presidential pronouncements contrast with the daily difficulties that underpin them. To Finkel's credit, he simply presents the President's words without comment or analysis, relying on his readers to draw their own connections. Also to Finkel's credit, he gets the speech of the soldiers just right—few books bring to life the day-to-day reality of soldiering better than this one.

Three aspects of *The Good Soldiers* raise it from a simple retelling of events: first, its focus on LTC Ralph Kauzlarich. He is both completely suited and completely unsuited to the task at hand—providing security and building some kind of civil society in an extremely poor part of Baghdad that is utterly under the control of cleric Moqtada al-Sadr. We see him making radio broadcasts, dealing with local officials, overseeing construction and education projects, and at the same time commanding a battalion engaged in almost daily combat, with patrols and outposts scattered over several hundred square miles of a complex city. Everything in his education, experience and temperament make him a superb commander in combat.



His constant catchphrase—"it's all good"— is easy to mock (as some of his soldiers do), but it encapsulates his singular focus on mission success. He is depicted as a caring leader—we see him in tears with his dead and wounded men; a good father—we see small vignettes of him with his wife and children; and someone who learns as he goes—we see him master some Arabic and spend a great deal of time trying to learn about the various ethnic and religious fault lines in Iraq.

Kauzlarich never publicly questions his unit's mission. This last quality provides a useful example of the kind of leadership an Army now in its ninth year of combat needs. He does let Finkel in on his doubts from time to time, and Finkel records the changing perspectives of other leaders in the battalion, but Kauzlarich is as devoted on day one as he is on day 450.

The second, and more moving, story is that of the wounded. Kauzlarich and his wife visit his battalion's soldiers at Brooke Army Medical Center in Texas, and we get to see firsthand the complex technologies and individual care lavished on the men who have lost limbs, eyes and more. One soldier's story stands in for hundreds of others—that of PFC Duncan Crookston, who loses both legs, an arm and a hand in an improvised explosive device blast and also suffers incredible burn and brain trauma, yet miraculously clings to life for months until he succumbs to a fever. We see his mother and his 19-year-old wife put their entire lives on hold to spend every hour of the day with him, both pulling for his recovery. Finkel makes us cheer for this family's devotion and joy over small successes, and we are almost as devastated as they are when he dies.

The third story, perhaps the most indirectly told, is perhaps the most important. Most of *The Good Soldiers* focuses on the unit's attempts to follow the guidance of the recent Field Manual 3-24 *Counterinsurgency*, finding that when it works, it works; when it doesn't, it fails spectacularly. They try everything: combat outposts, security patrols, construction projects, working with Iraqi police and local leaders, gathering local intelligence, handing out soccer balls. For a while, it seems to work. But just as the unit is packing to redeploy, the Mahdi Army decides to take back its part of the city and wipes out virtually every gain.

In a way, *The Good Soldiers* points out the shortcomings of the Army's implementation of its own doctrine, which is to take units with a conventional warfare table of organization and equipment, and a conventional

leadership, and ask it to do something for which it has been trained but not configured. Counterinsurgency is really a state of mind, not something that can be simply layered on as a kind of new mission-essential task list. It is here that Kauzlarich is most unsuited to events: He really needs a civil affairs staff to handle many of the purely political tasks he is given, and he needs much more authority to make instant funding and procurement decisions. None of this is his fault; it is an institutional failure.

One of Kauzlarich's friends tells Finkel, "You're going to see a good man disintegrate before your eyes." This does not happen. "The Kauz" and his men perform their duties with a professional competence and enthusiasm that suggests that today's Army is still attracting truly extraordinary people to its ranks and that its leaders—at the unit level, at least—are humble in their devotion to their mission.

The Good Soldiers fills a real need. The beginning of this long war brought a spate of books (by John Keegan and Williamson Murray and Robert Scales, for example) about the invasion and quick victory in Iraq. These were followed by many more books about the bungled occupation (think of George Packer, Tom Ricks and Rajiv Chandrasekaran) and then by a number of memoirs by junior officers and enlisted soldiers (Andrew Exum and Kayla Williams come to mind, as well as Elizabeth Samet's remarkable book about teaching at West Point in a time of war). The best and most recent of these, by the way, is Shannon Meehan's 2009 *Beyond Duty*. We have also seen memoirs by at least two of the generals involved, Ricardo Sanchez and Tommy Franks.

What we have not seen, however—and are unlikely ever to see—are accounts of the middle-grade officers who have to make everything work. People like Ralph Kauzlarich are not the kinds of men who tell their stories (and even then, they might not tell us everything—*The Good Soldiers* recounts Kauzlarich being extremely unforthcoming with an Army historian), so we are lucky that Finkel has provided us such an intimate and intriguing portrait.

***LTC Mike Burke**, USA Ret., taught English at the U.S. Military Academy for eight years. He served with the 1st Armored Division during the Persian Gulf War.*

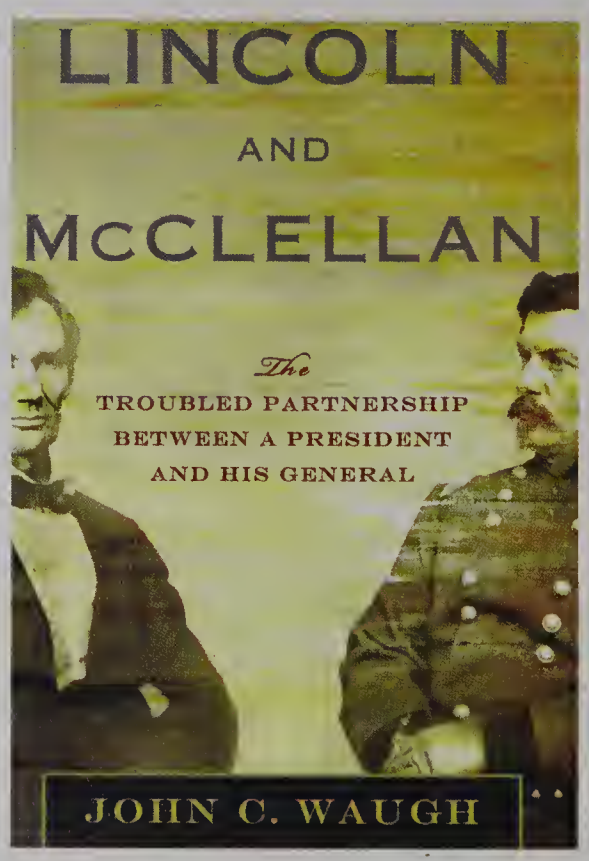
A Lesson in Civil-Military Relations

Lincoln and McClellan: The Troubled Partnership Between a President and His General. *John C. Waugh. Palgrave Macmillan. 272 pages; black-and-white photographs; index; $27.*

By COL Cole C. Kingseed
U.S. Army retired

Reflecting on the tunnel vision of many military commanders during the Great War, French premier Georges Clemenceau remarked, "War is too important to be left to the generals." France hardly holds a monopoly on the strain between senior military leaders and politicians in a wartime environment. With the possible exception of President Obama's recent dismissal of GEN Stanley McChrystal and General of the Army Douglas MacArthur's relief from command by President Harry S Truman in 1951, no case in American history has generated as much interest as the dysfunctional relationship between President Abraham Lincoln and MG George B. McClellan at the height of the Civil War, examined by John C. Waugh in *Lincoln and McClellan.*

Waugh is no stranger to Civil War history. A lifelong student of the war and a former bureau chief for *The Christian Science Monitor*, Waugh received the American Bar Association's Silver Gavel Award and has contributed to



The Washington Post Book World, The New York Times and *The Boston Globe.* His previous books on America's bloodiest conflict include *Reelecting Lincoln* and *The Class of 1846: From West Point to Appomattox: Stonewall Jackson, George McClellan and Their Brothers*, both of which received national acclaim.

Lincoln and McClellan had met several times before they shared the national stage during the first two years of the Civil War. Vice president of the Illinois Central Railroad before the war, McClellan was a diehard supporter of Sen. Stephen A. Douglas during the time that Douglas debated the lesser-known Lincoln in the 1858 Illinois senatorial race. Lincoln had represented McClellan's railroad in a series of high-profile legal cases before his election as the nation's 16th President, and in antebellum Illinois, McClellan had taken stock of Lincoln as "a rare bird" who lacked political refinement. No evidence exists, however, that Lincoln had given his future general-in-chief a second thought before he appointed McClellan to succeed the defeated BG Irvin McDowell in the aftermath of the First Battle of Manassas in July 1861.

By then McClellan had already demonstrated his inclination to "bristle under superiors he believed inferior to himself." In command of a military party tasked with finding a likely pass through the western mountains

in 1853, McClellan had attributed his subsequent failure to interference from civilians and politicians. McClellan's unwillingness to hold himself accountable for his actions became an undesirable trait that would later plague his relationship with the future President and the senior members of the War Department.

Only 34 years old at the time of his appointment as commander of what soon became the Army of the Potomac, McClellan arrived in Washington with exceedingly "high expectations riding on very young shoulders." He immediately displayed a genius for organization and a quick grasp of detail. Yet McClellan lacked the one trait that Lincoln most desired—an aggressive commander who was more interested in what he intended to do to the enemy than in what the enemy might do to him.

What makes Waugh's examination of civil-military relations so intriguing is the role of personality in determining history. In dissecting the misalignment between the President and his senior field commander, Waugh focuses more on McClellan than he does Lincoln. On the one hand, Waugh portrays Lincoln as a patient, albeit frustrated, Commander in Chief. The President repeatedly urged McClellan to action and constantly reminded him to concentrate his efforts on the destruction of Lee's Army of Northern Virginia and not on the Confederate capital. Even when McClellan held a copy of Lee's orders in his hand while Lee launched his first invasion of the North in September 1862, McClellan moved with characteristic caution. Only McClellan would have hesitated to attack before Lee consolidated his army on the banks of Antietam Creek.

McClellan emerges from these pages as a paranoid narcissist, "a victim, in large part, of his own hubris and paranoia." Refusing to compromise his personal desire to wage limited war with Lincoln's increasing tendency to strike with the "hard hand of war," McClellan demonstrated that he was not the commander whom Lincoln needed to destroy the opposing army. McClellan's inactivity eventually led to his dismissal in late 1862. Waugh opines that despite Lincoln's willingness to extend "his hand to McClellan, McClellan repeatedly refused to grasp it." Moreover, McClellan not only "refused to confide in the President, [he also] refused to make him his partner."

In short, McClellan could train, but he could not fight, an army. It would take two and a half more years until another commander brought the President's strategy to a successful conclusion. Waugh's concise account of how civil-military relations should work in a wartime environment helps explain why, nearly 150 years after the Civil War, Ulysses S. Grant is so revered as a military commander while George B. McClellan remains but a footnote in history.

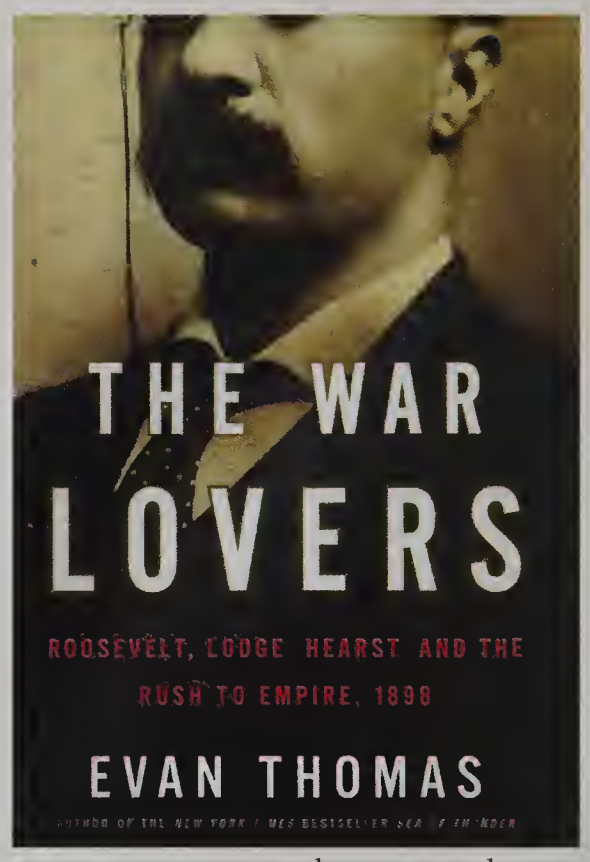
***COL Cole C. Kingseed**, USA Ret., Ph.D., a former professor of history at the U.S. Military Academy, is a writer and consultant.*



The Fighting Instinct

The War Lovers: Roosevelt, Lodge, Hearst, and the Rush to Empire, 1898. *Evan Thomas. Little, Brown and Company. 480 pages; black-and-white photographs; index; $29.99.*

By Nancy Barclay Graves



In his latest book, *The War Lovers*, Evan Thomas gives us a review of the Spanish-American War of 1898 through which the United States acquired the Philippines, Puerto Rico, Guam and, for a few years, Cuba. Thomas has included thumbnail sketches of the men who made it happen, incidents of the war and the results of U.S. participation. If readers relate some of these personalities and maneuverings to those of the present day, they will be intrigued, perhaps unhappily, by how history can repeat itself.

Thomas is editor-at-large of *Newsweek* and will be familiar to many readers as a guest panelist on television news programs and as a regular on "Inside Washington." *The War Lovers* is his ninth published book.

With a wry sense of humor, Thomas gives us mini-biographies of the men who made the Spanish-American War happen. Teddy Roosevelt had been a sickly boy, haunted by his father's opting out of the Civil War by paying a replacement. Physical fitness and war heroes consumed him. On the eve of the Spanish-American War, he was serving as Assistant Secretary of the Navy. His closest friend was Henry Cabot Lodge, a senator from Massachusetts, who, like Roosevelt, was Harvard educated. Thomas draws heavily from their correspondence. An influence on both of these men was William James, a professor at Harvard and, although less well-known than his novelist brother Henry, a mentor to generations of Harvard men. His philosophy was pluralism, respect for the dignity and worth of each individual, no matter how foreign. Another major player in this period was William Randolph Hearst, influential owner of the *New York Journal* who, backed by his mother's unlimited silver-mine riches, faced no limits on the amount of money he could pour into his coverage of the war.

In order to give a full portrait of the times, Thomas includes President William McKinley and Speaker of the House Thomas Reed as the political protagonists, and Henry Adams and John Hay as influential friends of Roosevelt and Lodge.

In popular lore, the Spanish-American war was "Hearst's War." To some extent, credit (or blame) must be given to him. There were many other factors at play, however. Spain had long held Cuba in poverty conditions. For the Cubans, the war began in 1895 when the local revolutionaries began guerrilla warfare against Spain. Hearst, Roosevelt, Lodge and others saw it as America's responsibility to free Cubans from their Spanish yoke, in keeping with the ideals on which this country was founded. President McKinley, on the other hand, a veteran of Antietam, hated war. How the small band of "war lovers" finally succeeded in getting America into war is fascinating. The sinking of the USS *Maine* was, for them, but a fortuitous catalyst.

In the middle segment of *The War Lovers*, Thomas gives a fast-paced yet detailed picture of the war: Com-

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modore George Dewey's battle in Manila; the staging and transporting of American forces to Cuba; and the pathetic surrender of the Spanish fleet both at Manila and Santiago, thus ending 400 years of Spanish imperialism. Not to be missed is the vivid account of Roosevelt's exploit at San Juan Hill in Cuba.

The final segment of *The War Lovers* deals with the aftermath of the war—first, the issue of what to do with the spoils of victory. Racism reared its ugly head because these territories were populated by nonwhites. The concept of the inferiority of nonwhites, that they could not govern themselves, still held sway. It was many years before these countries gained their full independence. Second, Thomas continues the mini-biographies of Roosevelt, eventual governor of New York and President of the United States; Lodge, senior senator who was able to sabotage Woodrow Wilson's dream of a League of Nations; and Hearst, who sustained the *Journal*'s influence, exciting the passions of the have-nots while luxuriating in his own extravagant lifestyle.

The War Lovers is well resourced, complete with photographs of the prominent players. It is fast-paced, informative and highly readable. The reader comes away with a good review of the Spanish-American War—a picture of the political climate of the times and of the people who were influencing international affairs. Also, as Thomas intends, the reader sees similarities between the Spanish-American War and the Iraq War of today. Both were ignited by what was later proven to be incorrect information, and both had the professed aim of freeing oppressed people. A sobering final thought may be William James' observation: "How near the surface in all of us the old fighting instinct lies, and how slight an appeal will wake it up."

***Nancy Barclay Graves** is a freelance writer who lives in Arlington, Va.*

Varied Fare

The Nightingale of Mosul: A Nurse's Journey of Service, Struggle, and War. *Susan Luz with Marcus Brotherton. Kaplan Publishing. 243 pages; black-and-white photographs; $25.95.*

In March 2006, COL Susan Luz was notified that her Army Reserve unit—the 399th Combat Support Hospital based in Massachusetts—would deploy to Iraq later that year.

Looking forward to the opportunity to serve her country and help others—but knowing she'd spend a year and a half away from family and friends—she both welcomed and dreaded the news.

In her memoir, *Nightingale*, Luz recounts her year in Iraq as well as her life of service leading up to that deployment.

As a University of Rhode Island nursing student during the Vietnam War, Luz's desire was to become an Army nurse, but her father objected. Joining the Peace Corps instead, Luz spent two years in Brazil establishing health clinics and teaching hygiene and health care to the locals.

After earning a master's degree in public health at Boston University, she spent more time in Brazil with Project HOPE.

Returning home in 1978 and seeking another opportunity to make a difference, Luz began a 25-year career as a school nurse at a Providence, R.I., high school with a reputation for gang activity, shootings and drugs. In addition to providing health screenings, counseling and education, she broke up fights and changed dressings on gunshot wounds. Already working one challenging job, Luz took a second as head nurse of a criminally insane ward in a mental-health institute's psychiatric prison.

Interested in humanitarian missions and still feeling the "old fire to serve," Luz joined the Army Reserve in 1983. Her military occupational specialty became psychiatric nurse and community health nurse. Promoted to colonel in 2004, by the time her unit was called up in 2006 she was its highest-ranking female.

Prior to its arrival in Iraq, Luz's unit spent months training at Fort McCoy, Wis. In *Nightingale*, Luz recalls her drills on combat stress, ailments and injuries, as well as on how to throw a grenade.

Welcomed to Iraq by a mortar attack on its base, the 399th was in country during a period of growing violence and the announcement of the "surge." Initially the hospital support for the 4th Brigade, 1st Cavalry Division, in Mosul, the unit later moved to Al Anbar Province to create a new hospital. As the frontline care system, the 399th performed lifesaving procedures on soldiers brought in from the battle zone. Patients included American, coalition and Iraqi troops as well as civilians, children and insurgent prisoners of war.

During its year in Iraq, the unit treated more than 30,000 wounded, endured 300 mortar attacks and handled 14 mass casualty incidents. Luz witnessed many of these events and recounts them in *Nightingale*.

Luz's job was to keep soldiers healthy and educate them on the stresses of war. An additional duty was easing the final moments of those not expected to pull through in mass casualty incidents.

She organized inoculations and health fairs and inspected food handling, and she also held weekend barbeques to buoy the spirits of her fellow soldiers. She returned home with a Bronze Star.

Approximately half of *Nightingale* covers Luz's time in Iraq; the other half covers her prior experiences that in many ways prepared her for war. She relates triumphs and setbacks faced over the years, both professional and (at times deeply) personal. Her family, faith and personal struggles are interwoven with the stories and struggles of those whom she serves—Brazilian villagers, troubled high school students, the mentally ill and her fellow soldiers. In addition to being an interesting memoir, *Nightingale* provides readers with a firsthand account of service in a combat support hospital during the Iraq surge, a defining period in Operation Iraqi Freedom.

—Tenley Wadsworth

Historically Speaking

Marathon at 2,500

By BG John S. Brown
U.S. Army retired

August 12 marks an accepted date for the 2,500th anniversary of the Battle of Marathon, although the actual date may instead be September 12, depending upon how one interprets the Lacedaemonian lunisolar calendar. The most notable commemoration will probably be the Athens Marathon this year, and other marathons around the world will undoubtedly take notice as well. Ironically, the arduous 26-mile race is based upon an athletic performance by the legendary Philippides that may not have actually occurred. The battle itself did occur and is rightly regarded as among the most decisive in history. Marathon is arguably the first major battle for which we have a reliable record, provided largely by the world's first actual historian, Herodotus.

Much was at stake at Marathon. Athenian democracy, based upon an emerging middle class, was new, untested and fragile. Hellenic culture was just beginning to set itself apart as a purveyor of reason, analysis and humanism, and as a foundation for what later came to be called Western civilization. Greece itself was a geographical composite of squabbling tribes and city-states more so than a national identity. The former Athenian tyrant Hippias, displaced in a popular uprising, took up with the mighty and growing Persian Empire. He committed to becoming its vassal should the Persian king, Darius the Great, reinstate him. Inspired by the Athenian example and related to Athens by blood, Ionian Greeks recently conquered by Persia rose in revolt. Athens and the tiny city-state of Eretria attempted to assist, but the Persians utterly crushed the Ionians. Darius resolved to crush Athens and Eretria as well and to bring the European Greeks into his orbit. Had he succeeded, he would have snuffed out the democratic experiment, independent Hellenic civilization and Greek national identity with a single stroke.

After preliminary operations in Thrace and Macedonia, Darius launched a naval expedition directly across the Aegean Sea. Securing—or devastating—islands en route, the Persians sacked Eretria and landed an army more than twice the size of what Athens could muster in the sheltered Bay of Marathon. Hippias recommended the spot, both because it provided an ideal beachhead for the shallow galleys of the time and because nearby plains offered maneuver room for cavalry, an arm with respect to which the Persians were much superior. The 26-mile distance from Athens offered yet another advantage. If the staunchly democratic hoplites (infantry soldiers) of the Athenian army marched to Marathon, the city itself would be exposed and subject to betrayal by lingering confederates of Hippias should another Persian army capable of securing it show up.

Nine thousand Athenian hoplites did in fact march on Marathon, joined en route by another thousand from the tiny city of Plataea. The allied Greeks took up positions on high ground overlooking the Persians. They tied in with natural and man-made obstacles to confine Persian egress from the beaches and to limit the Persian options for cavalry maneuver. For five days, the two sides faced each other, both wary of the impending battle. The Greek hoplites were more heavily armored and more effective at close quarters than the Persians but were outnumbered by more than two to one and likely to be outflanked if they descended to the open plains. The Persians had huge advan-



Grant Mitchell

Hoplites of ancient Greece wield spears on a painted amphora from the collection of the Athens Archeological Museum. Outnumbered two-to-one, the Greeks defeated Persian invaders at the Battle of Marathon 2,500 years ago.



Ken Russell Salvador

Miltiades, the general who orchestrated the Athenian victory at Marathon, offered a helmet inscribed with his name as a sacrifice to the temple of Zeus at Olympia.

tages with respect to numbers, archery firepower and cavalry, but would forfeit these in an uphill assault into the restricted terrain occupied by the Athenians. Time could have favored the Athenians, as the Spartans had committed to reinforce them once a critical religious festival of theirs was over. Having fixed the Athenian army at Marathon, the Persians reembarked a portion of their force after dark on August 11, intending to sail to Athens, link up with Hippias' confederates and overwhelm residual resistance. Elite Persian cavalry seems to have been part of this contingent.

The Persian move did not go unnoticed. The Greeks, inspired by the *strategos* (general) Miltiades, resolved upon an immediate attack. They were still heavily outnumbered, but the odds were more even and Persian cavalry less of an issue. If they dawdled, Athens might fall behind them. Persian archery remained an issue, so the Greeks resolved to race through the last 200 meters of their advance. Frontage was also an issue, so the Greeks thinned their phalanx in the center from eight to four ranks, leaving it eight ranks deep on the flanks. The Persians had not expected the much smaller Greek army to attack and were surprised when the phalangites rolled over the ridge in battle array and raced downhill upon them. Archery fire fell briefly and, by and large, ricocheted off Greek shields and armor. The hoplites crashed into the Persian line and began horrific execution with their stout long spears and nimble short swords. On the flanks, lightly armored Persian subject troops were no match for the ferocity and mass of the Greek assault and soon fled. In the center, the Persians had better luck against thinner Greek ranks, but this produced a trap as the rapidly advancing Greek flanks swept away the opposition to their front and then turned in on the center. The result was a classic double envelopment, pressing the trapped Persian center into an ever smaller space. More than 6,000 Persians died, as compared to 192 Athenians. The surviving Persians hastily reembarked and fled by sea. The victorious Athenians then force-marched back to Athens, reaching the city before the Persians at sea could. Legend holds that Philippides sped ahead of the returning Athenians, reaching the city in time to tell of the triumph and hearten the inhabitants to hold out until their victorious army returned. A variant holds that Philippides had already made a run to and from Sparta before the battle, fought in the battle itself and, exhausted by the final 26 miles, died on the spot. Decisively defeated and checked at all points, the Persian host withdrew across the Aegean.

Ten years later, the Persians returned with an even grander army, but they faced a different Greece. Democracy was firmly ascendant in Athens, and its citizens had used the time to construct a formidable navy rowed by free men. Other Greeks rose to the Athenian example. Spartans valiantly defended Thermopylae, and Greek city-states mobilized in ever larger numbers to oppose the invading Persians. Athens won a spectacular naval victory at Salamis; a year later, a vast coalition of Greek armies won a smashing victory at Plataea. Hellenic civilization was saved. Democracy was saved. Greek national identity was born. Military history as we know it was also born.

Marathon became a textbook exposition for the principles of war and the first in a long series of battles that describe the military history of the Western world. Indeed, many historians see an emergent Western way of war in the hoplite battles of ancient Greece: citizen-soldiers, uniformly shared risks, applied technology and a search for the singular decisive battle. We owe much to the warriors of Marathon, remembered imperfectly through the 2,500 years that distance them from us. Today's marathoners are but a few of the many echoing their footsteps. ★

BG John S. Brown, USA Ret., was chief of military history at the U.S. Army Center of Military History from December 1998 to October 2005. He commanded the 2nd Battalion, 66th Armor, in Iraq and Kuwait during the Gulf War and returned to Kuwait as commander of the 2nd Brigade, 1st Cavalry Division, in 1995. He has a doctorate in history from Indiana University. His book, Kevlar Legions: Army Transformation 1989–2005, *is forthcoming.*

Recommended Reading:

Fuller, J.F.C., *A Military History of the Western World, Vol. 1* (Cambridge, Mass.: DaCapo Press, 1987)

Grene, David, trans., *Herodotus: The History* (Chicago: The University of Chicago Press, 1987)

Hanson, Victor Davis, *The Western Way of War: Infantry Battle in Classical Greece* (Berkeley, Calif.: University of California Press, 2009)

Coming Home

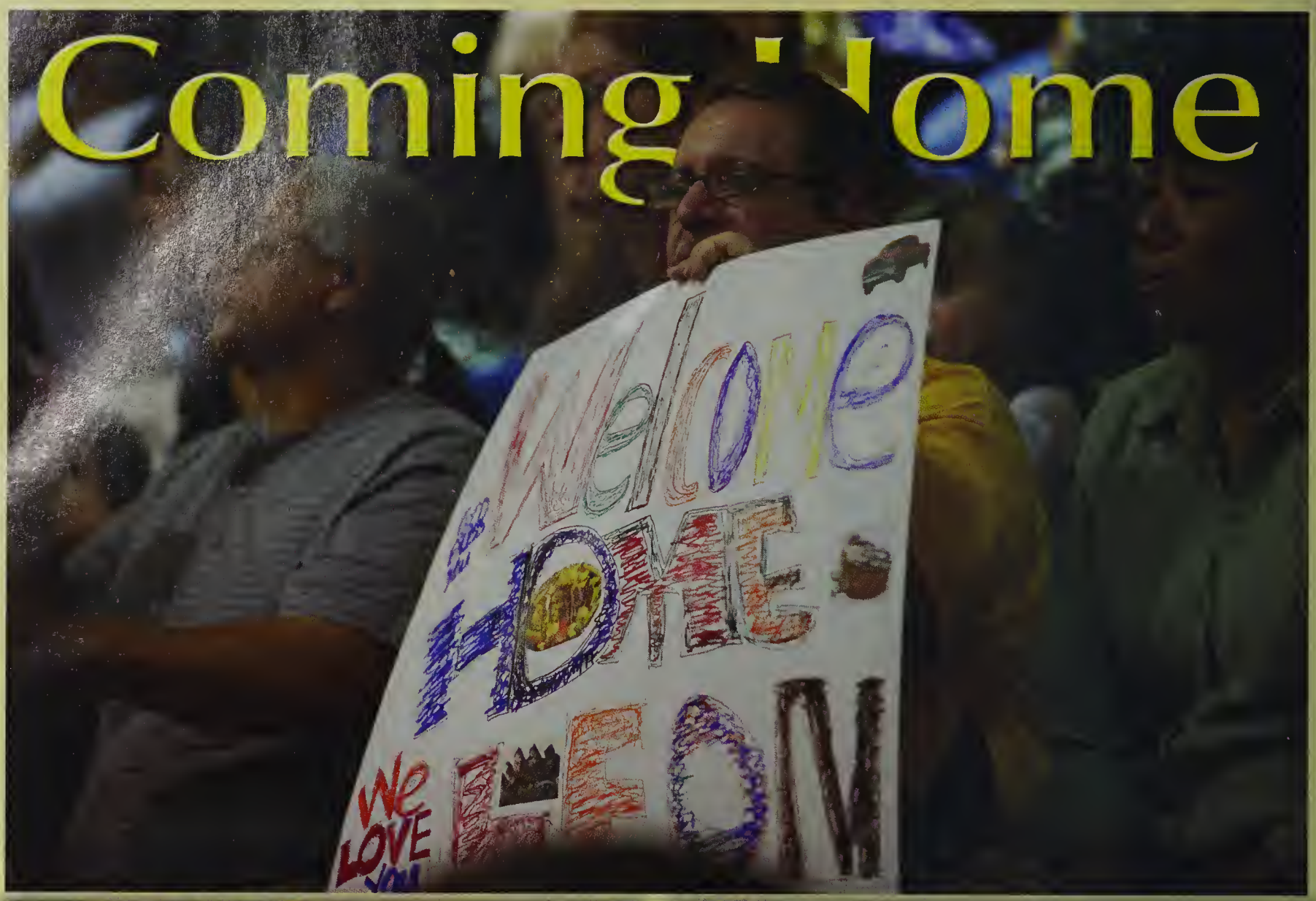


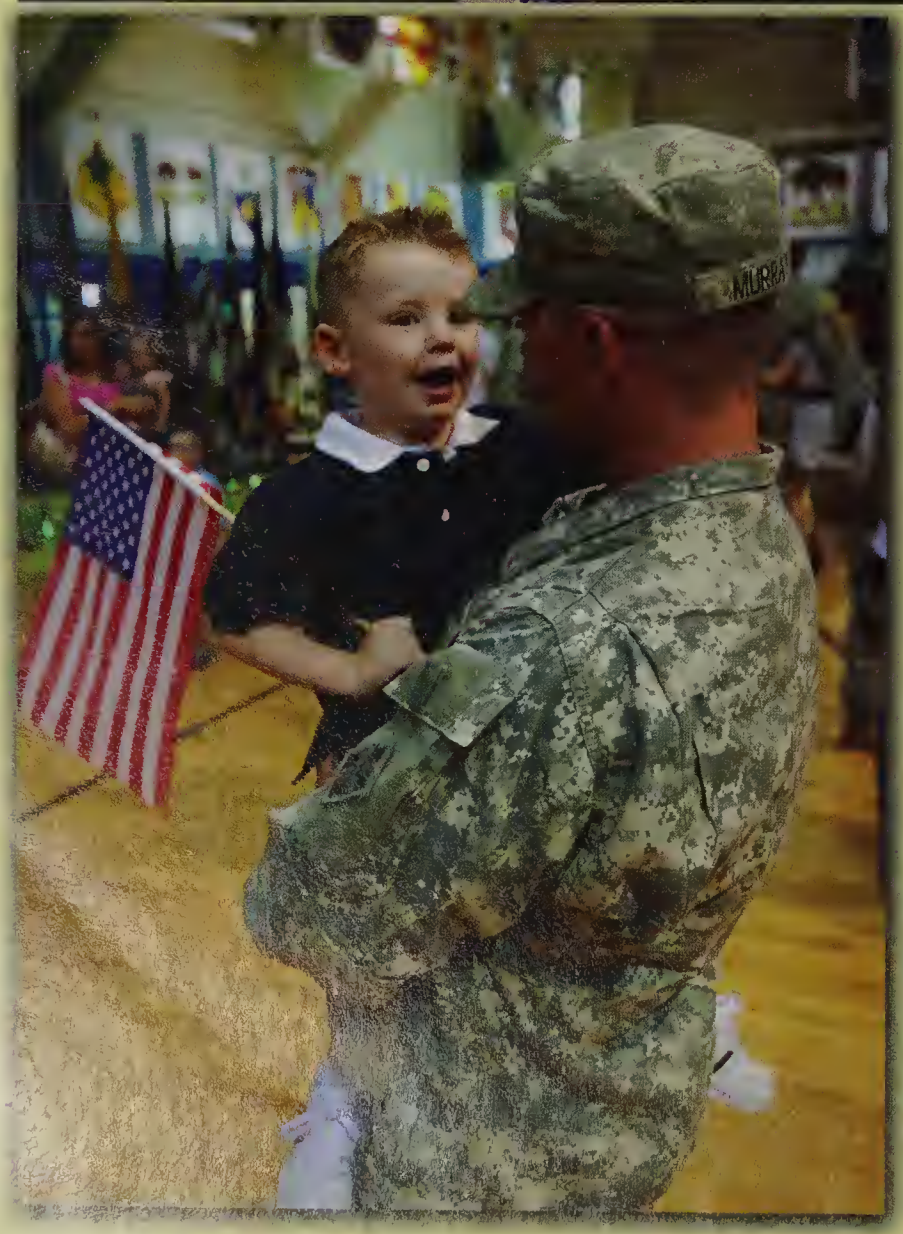
Photograph by Dennis Steele

The crowd of well-wishers and family members was there early, settling into the bleachers of a Fort Carson, Colo., gym and nervously anticipating the arrival of a flight carrying soldiers from the 4th Brigade Combat Team, 4th Infantry Division (Mechanized), who were returning from Afghanistan. Many in the bleachers held signs welcoming a particular soldier or unit. Others clutched small American flags. NCOs organizing the event checked their watches and held radios close to their ears to monitor the progress of buses bringing the soldiers from the airport. Kids fidgeted. Moms checked themselves in small mirrors fished from purses or baby bags.

Escorted by Fort Carson fire trucks and military police vehicles with lights flashing and sirens toggled, the busses arrived. Anticipation grew. Fog machines situated beside the rear doors spewed a white wispy cloud for special effect. The doors crashed open, and soldiers burst into the gym, moving to assigned positions and forming ranks for the short formal welcome ceremony. Finally, they were dismissed, and sets of loved ones flew into each other's arms. They were home.

Coming Home







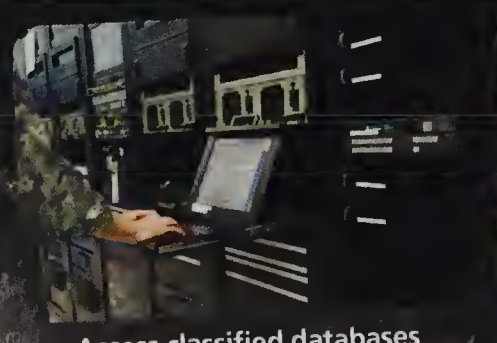

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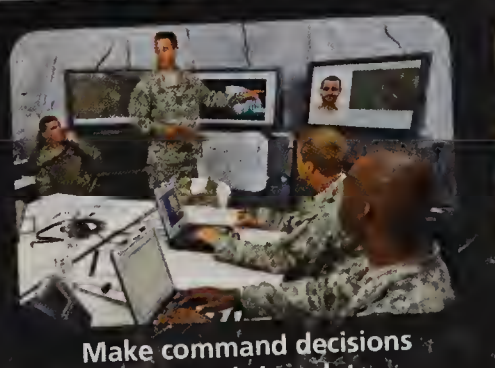
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